

FINANCIAL TIMES

Europe's Business Newspaper

MONDAY NOVEMBER 22 1993

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Nigeria report calls for probe into 'leakage' of funds

A confidential report for Nigeria's deposed civilian leader, Chief Ernest Shonekan, attacks widespread leakages in state funds and urges an investigation into \$1.5bn of oil receipts paid into special project accounts in the first half of this year.

The report also reveals that the mid-year limit for this year's national budget has been overshot, with the deficit reaching N25bn (£540m), far more than the N15.6bn target and just short of the N31.1bn deficit approved for the full 12 months. It also warns of "huge" defence ministry debts.

The disclosures come as the UK and its Western European Union partners meet in Luxembourg to consider sanctions against Nigeria's new military government. Page 14; Observer, Page 13; Donors to debate Kenya aid, Page 4

Reforms hit European drug sales: Drug sales in Europe have stagnated following healthcare reforms in Germany, Italy and the UK. Page 14

Prince Charles seeks support: Britain's Prince Charles is frustrated by apparent lack of support from some strong UK government departments for royal visits abroad which could help secure export business for the UK. Page 14; A prince captured, Page 13

US gun controls nearer: US Congressional leaders were negotiating a final version of gun control legislation, after extreme public pressure forced the Senate to pass a bill on the issue by 63 votes to 36. Page 4

115 killed in Macedonia aircrash: All but one of the 116 people aboard a Macedonian airliner were killed when it crashed into a hill and exploded near the tourist resort of Ohrid.

Caution on Brussels jobless plan: European finance ministers will today discuss an ambitious strategy for halving unemployment in the European Union by 2000. Ministers are expected to give a cautious welcome, but some member states - notably the UK and Germany - are likely to resist commitment to specific targets for job creation, growth and interest rate policy. Page 2UK faces up to rules on working time. Page 4

UK PM seeks to reassure Ulster Unionists: John Major, the UK prime minister, moved to regain the initiative in the Northern Ireland peace process by reassuring the Protestant majority that they retained an absolute veto over change in the status of the Province. Page 5

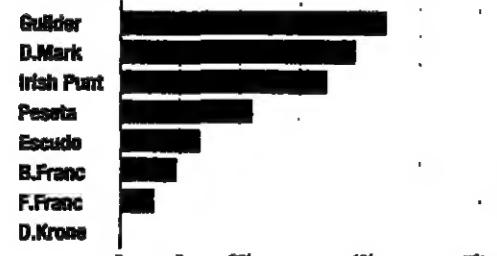
Fortis, the UK hotels and restaurants group, is believed to be close to an agreement to sell its stake in Kentucky Fried Chicken to Pepsico, its partner in the business. Pepsico is expected to pay Fortis about £40m (\$59.6m) for its 50 per cent stake in the venture. Page 15

Lloyd's agents asked to back Merrett: Lloyd's insurance agents will be asked today to increase support for Merrett-managed insurance syndicates amid fears that their failure could lead to the break-up of the Merrett Group. Page 15

Japan audio makers suffer: Pioneer, the specialist audio and laser disc maker, suffered an operating loss of Y1.25bn in the first half, while Kenwood, the specialised audio maker, reported a pre-tax loss of Y2.45bn in the same period. Page 21

European Monetary System: The Dutch guilder continues to be the strongest currency in the system although the gap between it and Danish krone, the system's weakest member, narrowed further last week to 4.51 per cent from 4.77 per cent. In a week of falling money market interest rates in the EMS, the Portuguese escudo continued its steady climb in the ERM rankings, changing places with the Belgian franc to occupy fifth place. Currencies, Page 27

EMS: Grid November 19, 1993



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies can fluctuate within 15 per cent of agreed central rates except the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a narrow 2.25 per cent band.

Italy's ruling party heads for setback: Italy's long dominant Christian Democrat Party looked set to be seriously weakened in partial municipal elections involving a quarter of the Italian electorate in 428 municipalities.

Brazil's largest party under strain: Senior politicians from the Party of the Brazilian Democratic Movement (PMDB), the country's largest party, are holding talks which could lead to a split in its ranks ahead of next year's presidential elections. Page 4

City share system: The new share settlement system proposed for the City of London will cost about half as much as the Stock Exchange's failed Taurus project, according to details to be unveiled later this week. But because the new system will be much less sophisticated, companies are likely to have to spend more developing their computer link-ups.

Four-airline merger plan ends in clash over US link

By our industrial and foreign staff

One of the most ambitious European mergers ever attempted collapsed yesterday after KLM Royal Dutch Airlines, Swissair, Scandinavian Airlines System and Austrian Airlines failed to agree on a common US airline partner.

The four medium-sized carriers said in a joint statement that they had decided to abandon their seven-month negotiations because of "fundamentally different views" on a US partnership.

Swissair blamed KLM for the collapse of the proposed Alcazar alliance, which had been intended to create a fourth airline force in Europe to compete against the big three carriers: British Airways, Lufthansa and Air France.

The collapse of the Alcazar project is likely to hasten the consolidation of the European industry around the strongest groups, such as BA and Lufthansa, which have already set up global alliances.

Mr Loepfe, Swissair's chief executive, said the three other partners had favoured Sabena of Belgium and British Airways, said it had no plans for the moment to resume merger talks with BA or to seek a separate deal with SAS.

SAS said it had not dropped the idea of an alliance with one or more European airlines; but Mr Tage Andersen, the Danish chairman of the SAS board, said the airline would stand alone for a period to consider its options. "This is not a catastrophe," he said.

Swissair also said it would seek other alliances. Mr Heimes Goetz, the airline's chairman, recently said if Alcazar flopped, the only option left for Swissair would be to join forces with Lufthansa, Air France or BA.

The negotiations were described by financial advisers as the most ambitious attempt to date to form a European cross-border merger, since it disclosed this year that it was interested in establishing closer ties with Austrian.

Israel and Egypt plan network power link

By Julian Ozanne in Jerusalem

New way to start the week with the Financial Times

Richard Lambert, the editor, introduces improvements to the Monday edition.

Today's Monday FT has a number of new features and services. Our aim is to provide readers with a lively and authoritative guide to the week ahead by highlighting the events and trends which could shape their week.

The new Monday FT will include:

- The FT Guide to the Week Ahead on the back page of section II.
- Significantly expanded coverage in section II of what could be in store for companies and markets. Peter Martin, financial editor, explores global investment trends. A special table analyses worldwide investment returns.

Peter Norman, economic editor, and Edward Bell, our leading writing team, look at emerging economic policy debates.

Special reports on the week ahead for companies, the international bond, equity and foreign exchange markets.

• A new page will take a fresh look every week at the increasingly popular emerging financial markets, especially in Asia and Latin America.

• The FT Guide to World Currencies, normally published on a Tuesday, will now appear on Monday, providing this comprehensive exchange rate information.

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Leaders foresee wider economic partnership after historic summit Pacific rim ushers in 'brave new era for trade'

By Alexander Nicoll and George Graham in Seattle

Leaders of Pacific rim countries, meeting in an unprecedented summit at the weekend, set out a vision of economic partnership which they said would give the Asia Pacific region a new voice in world affairs and would spearhead global growth in the 21st century.

Although the four airlines managed to reach broad agreement on several complex issues - including the valuation of the proposed joint airline's assets, its headquarter location and joint management structure - the talks remained blocked on the US partnership issue.

Mr Loepfe said the four had considered having more than one US partner but decided against that on the ground that it would be confusing to customers.

Failure of the talks has now left the four airlines with the dilemma of how to secure their longer-term future in the increasingly competitive and rapidly consolidating airline industry.

All four sought to put on a brave face yesterday. KLM, which failed in earlier partnerships with Sabena of Belgium and British Airways, said it had no plans for the moment to resume merger talks with BA or to seek a separate deal with SAS.

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The summit, held at the invitation of President Bill Clinton, was symbolic of the rapid growth of Asian economies and Pacific trade. It was remarkable for its studied informality, with few prepared statements and plenty of chats in small groups.

The leaders issued a "vision statement" which steered well clear of the many bilateral problems dividing Apec members and contained few specific commitments, but said: "Our economies are moving toward interdependence and there is a growing sense of community among us. The region, they noted, accounts

for 40 per cent of the world's population and 50 per cent of its gross national product.

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Mr Clinton said: "We want Europe to work with us to get a good Gatt agreement by the end of the year. That's the message we want to send to our European friends." Gatt negotiators in Geneva are seeking an accord by December 15 deadline.

However, Mr Paul Keating, the Australian prime minister, said the summit had "diminished fears some countries might have had about the US and its motives and the whole development of Apec."

Mr Clinton said: "We've agreed that the Asian-Pacific region should be a united one, not divided. We've agreed that our economic policies should be open, not closed."

The leaders were emphatic that they were not attempting to establish an exclusive trade bloc and that they were determined to win a strengthened General

Agreement on Tariffs and Trade.

Most Apec countries, in a bid to give impetus to talks on the Gatt Uruguay Round, offered new tariff cuts in an agreement hammered out by ministers in Seattle last week.

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Mr Clinton's bilateral meetings with China's President Jiang Zemin and Mr Morihiro Hosokawa, the Japanese prime minister, produced no new commitments. China's insistence that the US should not limit trade and human rights issues found an echo with virtually every other participating country.

Nevertheless, the leaders agreed to establish a Pacific Business Forum which would identify areas in which trade and investment could be facilitated, particularly for small and medium-sized businesses. They will also establish a programme to develop regional cooperation in higher

education.

The US enthusiasm for partnership with Asia underlines Mr

Clinton's recognition of the region's growth and the need for the US to be involved in it for the sake of its future prosperity.

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Some EU states are likely to resist targets in plans to boost economy

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NEWS: INTERNATIONAL

Caution on Brussels jobless plan

By Lionel Barber in Brussels

European finance ministers will today discuss an ambitious strategy for halving unemployment in the European Union by the year 2000.

The strategy is outlined in a European Commission report intended as a call to arms for a common approach on tackling the economic crisis and restoring European competitiveness.

Ministers are expected to give a cautious welcome, but some member states – notably the UK and Germany – are likely to resist commitments to specific targets for job creation, growth and interest rate policy.

The Commission's paper, Restoring Growth and Employment – Strengthening Convergence, has assumed added significance as a guide to macroeconomic policy as a result of the collapse of the European exchange rate mechanism last summer.

Among its chief recommendations are a cut in the EU average of short-term interest rates of between 2 and 3 percentage points, conditional on curbs in wage rises and public deficits; a cap on real wage rises set at 1 percentage point below the rate of production; an inflation target of between 2 and 3 per cent; and annual economic growth of 3

per cent from the mid-1990s. The Commission also appeals for more flexible labour markets and a reduction in employment taxes, although it remains unclear how Brussels intends to propose funding these ideas.

Inside the Commission, officials are divided on whether to recover the loss in revenue through taxes on pollutants such as carbon dioxide, higher value added tax, or taxes on income from savings and investment. Another proposal is to penalise equipment deemed to be polluting, though this has been condemned by some quarters as a threat to the internal market.

Pro-labour forces are also pressing for a tax on capital to offset the sacrifices which employers and governments are expected to require from trade unions. They hope to receive a sympathetic hearing from Mr Jacques Delors, president of the Commission, who appears to have abandoned his earlier trial balloon in favour of a tax on speculative capital flows.

Mr Delors is close to completing his separate White Paper on competitiveness for the Brussels summit next month. Finance ministers led by Mr Kenneth Clarke, UK chancellor of the exchequer, are pressing hard to examine

the White Paper ahead of the summit to test whether the Commission has incorporated members' submissions.

However, Mr Delors is said to be reluctant to hand over the whole Commission document, arguing that it would risk being mutilated by those seeking to strengthen their anti-Brussels credentials at home.

The Delors White Paper offers a framework for public discussion rather than directives for action. Though similar in content, the macroeconomic guidelines carry more formal weight since they have to be adopted by EU leaders under the Maastricht treaty.



Neo-fascists demonstrate in Madrid on the 10th anniversary of the death of General Franco.

Finance ministers plan tighter banking supervision

By Lionel Barber in Brussels

European Union finance ministers are close to a deal on proposals to strengthen banking supervisory authorities in the wake of the collapse of the Bank of Credit and Commerce International.

Ministers from the Twelve will today review a Belgian presidency document which paves the way for tighter

supervision of all financial institutions, including banks, credit institutions, and insurance businesses.

A central feature of the proposal is the requirement for transparent operations. The idea is to make it easier for the regulatory authorities and auditors to establish the financial soundness of a financial institution and, if necessary, prepare a case for intervention.

Other proposals for avoiding a BCCI-style scandal include:

- A requirement that financial institutions maintain their head offices in the same member state as their registered offices;
- An extension of the list of bodies with which confidential supervisory and prudential information can be exchanged by the authorities;
- Guidelines on whether audi-

tors should be allowed to extend the scope of their reporting beyond the affairs of a specific financial institution to a group as a whole. This could allow auditors to track down, say, suspicious intra-company loans or outstanding debts;

The Belgian presidency of the EU and the European Commission have been co-operating to iron out last-minute difficulties among member states. A UK diplomat last week predicted there was a good chance of agreement.

The Commission said last month that the basic approach of its second banking directive, investment services directive and third-generation insurance directive remained sound. But it was necessary to put forward new provisions to strengthen supervisory powers

down to make way for some one "closer to the government's political conviction".

Although the socialists had been expected to sack Mr Christodoulou because of his close connections with the socialist government. Mr Christodoulou, a former economy minister appointed by the previous conservative government, said he was stepping

His presence at the Bank of

Greece was seen as a guarantee of stable exchange rate policy while the Socialists worked out measures to confront Greece's rising deficit.

The favourite to replace him is Mr Ioannis Boutros, another former economy minister who is close to Prime Minister Andreas Papandreou.

His presence at the Bank of

Ex-minister admits taking funds

Mr Paolo Cirino Pomicino, a former finance minister and a prominent Christian Democrat in Naples, has admitted receiving illicit funds, writes Robert Graham in Rome.

In an interrogation by Milan magistrates at the weekend – the first under new rules loosening parliamentary immunity – he admitted receiving up to £5m (Sm) from Ferruzzi-Montedison.

The Ferruzzi family claimed the money was part of £150m paid to politicians to facilitate the sale of the group's stake in Enimont, the chemicals joint venture with Eni, the state oil concern.

Burgundy prices fall again

Burgundy wine prices yesterday fell for a record fourth consecutive year at France's most renowned annual auction, reflecting a lacklustre world economy and overflowing supplies, writes Edmund Penning-Roswell from Beaune.

Total bidding at the Hospices de Beaune auction of 1993 wines raised FFr10.6m (£1.8m) for 759 casks compared with FFr11.8m for 863 barrels last year.

Red wine prices fell by 25 per cent, and white wine by an average of 7 per cent. The drop reflected lack of interest in the more expensive Burgundies.

By Paul Abrahams

Europe's drugs market, which last year grew 8 per cent, has been undermined by reforms in Germany, Italy, and to a lesser extent the UK.

The German market has been hardest hit. German pharmaceutical groups, often highly dependent on domestic sales, have suffered because of changes in doctors' prescribing habits away from expensive patented products to cheap non-patented products.

During the first four months, sales at the seven largest research-intensive drug manufacturers fell 16.5 per cent, while sales at the four largest generic companies increased 36 per cent, according to the Frankfurter Alte-

meine Zeitung newspaper.

There are few signs of recovery since the healthcare reforms were introduced in January. Most drugs companies operating in Germany have announced restructuring programmes.

Five European markets continued to grow during the first nine months of this year, according to IMS International, the market research company.

French pharmacy drug purchases rose from \$8.9bn to \$9.6bn, an increase of 6 per cent at constant rates. Drugs purchases in the UK fell in dollar terms from \$4.1bn to \$3.7bn, but rose 11 per cent in local currency.

The Spanish market was one of the strongest in Europe. Although sales fell in dollar

terms from \$3.7bn to \$3.5bn, they rose 12 per cent excluding currencies.

The Dutch market was also strong, registering a 12 per cent rise, although the market was static in dollar terms at \$1.1bn. The Belgian market was also static at \$1.1bn, but increased 5 per cent excluding currencies.

In the seven largest European markets the hardest hit categories have been drugs for cardiovascular problems, muscular-skeletal complaints such as arthritis, and blood agents.

All registered sales declines compared with the first nine months last year.

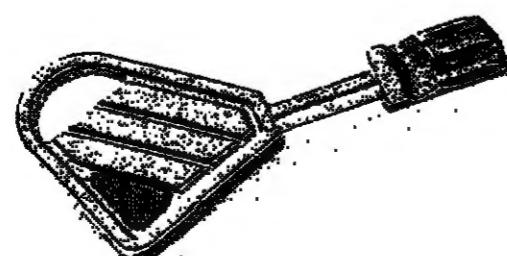
Sales of alimentary and metabolism drugs, mostly for ailments such as stomach ulcers, were static.

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Secret services unite against crime

The Cold War's end has forced agencies to find a new role, Our Foreign Staff reports

Across Europe, secret services are coming in from the cold, as they search for new roles and greater public acceptability after the demise of superpower confrontation.

Governments are searching for value for money, while electorates have grown increasingly wary of secret service power and lack of accountability.

The response has been twofold. On the functional side, Europe's secret services have pooled their efforts against cross-border terrorism, and are stepping up co-operation to combat a sharp rise in organised crime stemming from the former Soviet bloc.

On the public relations side, countries such as Britain and Italy, whose intelligence services have traditionally been subject to little public scrutiny, are being forced to shift towards more open practices, similar to those of Germany and the Netherlands.

Britain's MI5 and MI6 have quickly emerged as the key players in the struggle against drugs trafficking, arms-running and weapons proliferation. But intelligence agencies from now-democratic eastern Europe are also being drawn into the fray.

Links with the Russian intelligence service, the successor to the KGB, have been hampered by Moscow's admission that it is still spying on the west, particularly for scientific and industrial intelligence.

But MI6 has held training courses for members of the Czech, Hungarian and Polish intelligence services, designed to remodel these organisations on western lines.

A spokesman for Germany's BND confirmed last week that "contacts" exist with eastern European intelligence agencies in areas such as drugs and money laundering as well as terrorism.

The Czech republic is a particular focus for attention. Since the beginning of the year about 20 clandestine drugs laboratories have been uncovered there by the Czech police.

How Europe's secret services line up



UK

DOMESTIC: Secret Service for Security, under Home Office. Mainly responsible for counter-espionage, counter-terrorism, counter-chemical and chemical proliferation.

FOREIGN: Secret Intelligence Service, about 2,200. Budget: £100m. Head: Sir Colin McColl.

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EUROPEAN: Secret Intelligence Service, about 2,500. Budget: £100m. Head: Sir Colin McColl.

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LEGAL NOTICES

UNITED STATES BANKRUPTCY COURT
SOUTHERN DISTRICT OF NEW YORK

In re:
MACMILLAN, INC., et al.
Debtors.

NOTICE OF ENTRY OF AN ORDER (I) FIXING THE LAST DATE FOR FILING PROOFS OF CLAIM AND (II) APPROVING THE TIME FOR HOLDING OF A DISCLOSURE STATEMENT, (III) SCHEDULING A HEARING TO APPROVE THE DEBTORS' PROPOSED DISCLOSURE STATEMENT, (IV) SCHEDULING A HEARING ON CONFIRMATION OF THE DEBTORS' JOINT PLAN OF REORGANIZATION, (V) PRESCRIBING THE MANNER FOR FILING OF DISCLOSURE STATEMENTS, (VI) APPROVING THE FORM AND MANNER OF NOTICE OF THE DISCLOSURE STATEMENT AND CONFIRMATION HEARINGS AND BAR DATE.

PLEASE TAKE NOTICE that:

1. Macmillan College Publishing Company, Inc. ("College Publishing"), Macmillan College Publishing Company, Inc. ("College Publishing"), Macmillan, Inc. ("Macmillan"), formerly known as Macmillan Design Limited ("MDL"), the above-named debtors and debtors in possession collectively, the "Debtors", each individually, their voluntary petitions for relief under Chapter 11 of title 11 of the United States Code, 11 U.S.C. §§ 101 et seq. (the "Bankruptcy Code"), filed November 10, 1993 (the "Petition Date"), pursuant to an order of the Court entered on November 10, 1993, authorizing the filing of the above-named petitions and the commencement of the case. On November 10, 1993, the Court entered the above-captioned Order Fixing the Last Date for Filing Proofs of Claim, etc. (the "Order").

The Debtors continue to operate their businesses and manage their properties as debtors in possession pursuant to sections 1107(a) and 1108 of the Bankruptcy Code.

2. In connection with their petitions, the Debtors filed their Schedule of Liabilities, List of Creditors, and Statement of Affairs, as required by section 521 of the Bankruptcy Code and Bankruptcy Rule 1007, along with the other schedules required by Bankruptcy Rule 1007 (collectively, the "Schedules").

3. Simultaneously with filing of the petitions, the Debtors filed their Joint Prepackaged Plan of Reorganization ("the Prepackaged Plan") and the Schedules are on file with the Clerk of the United States Bankruptcy Court for the Southern District of New York, the "Court", United States Bankruptcy Court, Alexander Hamilton Custom House, One Bowling Green, New York, New York 10004-1408 and may be reviewed between the hours of 9:00 a.m. and 4:00 p.m.

4. Evidence provided in paragraph 8 below, each person or entity, including without limitation each individual, partnership, corporation, estate, trust, government entity, or other entity, holding an interest or claim retained in the Debtors' Chapter 11 cases, that asserts any claim as defined in section 101(9) of the Bankruptcy Code, arising or deemed to have arisen against the Debtors, including certain subsidiaries of Macmillan listed on Schedule A that were merged into Macmillan or College Publishing, prior to the Petition Date shall file a written proof of claim on or before January 12, 1994 (the "Bar Date") at the following address:

United States Bankruptcy Court
Southern District of New York
One Bowling Green
P.O. Box 10274-0009
New York, New York 10274-0009

Proofs of claim must be filed in person or by express mail by delivery to the Clerk of the United States Bankruptcy Court for the Southern District of New York, United States Bankruptcy Court, Alexander Hamilton Custom House, One Bowling Green, New York, New York 10004-1408. Such proofs of claim will be deemed timely filed only if they are actually received by the Court at or before 10:00 a.m. on the Bar Date.

5. Evidence provided in paragraph 8 below, each person or entity, including without limitation each individual, partnership, corporation, estate, trust, government entity, or other entity, holding an interest or claim retained in the Debtors' Chapter 11 cases, that asserts any claim as defined in section 101(9) of the Bankruptcy Code, arising or deemed to have arisen against the Debtors, including certain subsidiaries of Macmillan listed on Schedule A that were merged into Macmillan or College Publishing, prior to the Petition Date shall file a written proof of claim on or before January 12, 1994 (the "Bar Date") at the following address:

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Southern District of New York
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P.O. Box 10274-0009
New York, New York 10274-0009

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6. Evidence provided in paragraph 8 below, each person or entity, including without limitation each individual, partnership, corporation, estate, trust, government entity, or other entity, holding an interest or claim retained in the Debtors' Chapter 11 cases, that asserts any claim as defined in section 101(9) of the Bankruptcy Code, arising or deemed to have arisen against the Debtors, including certain subsidiaries of Macmillan listed on Schedule A that were merged into Macmillan or College Publishing, prior to the Petition Date shall file a written proof of claim on or before January 12, 1994 (the "Bar Date") at the following address:

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New York, New York 10274-0009

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7. Evidence provided in paragraph 8 below, each person or entity, including without limitation each individual, partnership, corporation, estate, trust, government entity, or other entity, holding an interest or claim retained in the Debtors' Chapter 11 cases, that asserts any claim as defined in section 101(9) of the Bankruptcy Code, arising or deemed to have arisen against the Debtors, including certain subsidiaries of Macmillan listed on Schedule A that were merged into Macmillan or College Publishing, prior to the Petition Date shall file a written proof of claim on or before January 12, 1994 (the "Bar Date") at the following address:

United States Bankruptcy Court
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One Bowling Green
P.O. Box 10274-0009
New York, New York 10274-0009

Proofs of claim must be filed in person or by express mail by delivery to the Clerk of the United States Bankruptcy Court for the Southern District of New York, United States Bankruptcy Court, Alexander Hamilton Custom House, One Bowling Green, New York, New York 10004-1408. Such proofs of claim will be deemed timely filed only if they are actually received by the Court at or before 10:00 a.m. on the Bar Date.

8. Evidence provided in paragraph 8 below, each person or entity, including without limitation each individual, partnership, corporation, estate, trust, government entity, or other entity, holding an interest or claim retained in the Debtors' Chapter 11 cases, that asserts any claim as defined in section 101(9) of the Bankruptcy Code, arising or deemed to have arisen against the Debtors, including certain subsidiaries of Macmillan listed on Schedule A that were merged into Macmillan or College Publishing, prior to the Petition Date shall file a written proof of claim on or before January 12, 1994 (the "Bar Date") at the following address:

United States Bankruptcy Court
Southern District of New York
One Bowling Green
P.O. Box 10274-0009
New York, New York 10274-0009

Proofs of claim must be filed in person or by express mail by delivery to the Clerk of the United States Bankruptcy Court for the Southern District of New York, United States Bankruptcy Court, Alexander Hamilton Custom House, One Bowling Green, New York, New York 10004-1408. Such proofs of claim will be deemed timely filed only if they are actually received by the Court at or before 10:00 a.m. on the Bar Date.

9. Each person or entity asserting to be an equity security holder, as defined in section 101(17) of the Bankruptcy Code, in one or more of the Debtors or as the Flaming Date, or on or before the Bar Date (January 12, 1994) proof of such interest, so that such proof of interest is received by the Clerk of the United States Bankruptcy Court for the Southern District of New York, United States Bankruptcy Court, Alexander Hamilton Custom House, One Bowling Green, New York, New York 10004-1408.

10. To be properly filed, each proof of interest must be in writing in English, (i) set forth the name of the specific Debtor in which the interest is asserted, (ii) state the date of record, (iii) state the amount of the interest, (iv) state the nature of the interest, (v) state the name of the Debtor, (vi) set forth the name of any guarantor that has guaranteed the claim, (vii) describe any collateral and its estimated value, if applicable, granted in the name of the Debtor, (viii) state the date of record, (ix) state the name of the creditor, (x) state the date of record, (xi) state the date evidencing the amount and/or basis of the claim, (xii) be signed by the creditor or other person authorized to do so, and (xiii) contain substantially with Official Form No. 10.

11. Each person or entity asserting to be an equity security holder, as defined in section 101(17) of the Bankruptcy Code, in one or more of the Debtors or as the Flaming Date, or on or before the Bar Date (January 12, 1994) proof of such interest, so that such proof of interest is received by the Clerk of the United States Bankruptcy Court for the Southern District of New York, United States Bankruptcy Court, Alexander Hamilton Custom House, One Bowling Green, New York, New York 10004-1408.

12. A hearing will be held on December 16, 1993 at 10:00 a.m. or as soon thereafter as counsel may be heard, before the Honorable Thomas L. Brody, United States Bankruptcy Court for the Southern District of New York, United States Bankruptcy Court, Alexander Hamilton Custom House, One Bowling Green, New York, New York 10004-1408, to consider approval of the Proposed Disclosure Statement and any other matter that may properly come before the Court at the time ("Disclosure Statement Hearing"). The Disclosure Statement will be filed with the Clerk of the Court and will be available for inspection during further notice of the hearing of the adjourned date or at the aforementioned hearing or at an adjourned hearing thereof.

13. Objections to the Proposed Disclosure Statement must be filed with the Clerk of the Court and served on the Office of the United States Trustee, John G. Gallina, Esq., and the Purchaser's counsel, Simpson Thacher & Bartlett, 425 Lexington Avenue, New York, New York 10017, Attention: Lilian Kraemer, Esq., or on or before December 9, 1993 by 5:00 p.m. Eastern Standard Time.

14. A hearing will be held on February 1, 1994 ("the Confirmation Date") at 10:00 a.m. or as soon thereafter as counsel may be heard, before the Honorable Thomas L. Brody, United States Bankruptcy Court for the Southern District of New York, United States Bankruptcy Court, Alexander Hamilton Custom House, One Bowling Green, New York, New York 10004-1408, to consider confirmation of the Proposed Disclosure Statement and any other matter that may properly come before the Court at the time ("Confirmation Hearing"). The Confirmation Hearing will be adjourned from time to time, upon notice other than an announcement of the adjourned date or at the aforementioned hearing or at an adjourned hearing thereof.

15. All direct evidence to be presented in connection with the Confirmation Hearing must be in the form of sworn declarations or affidavits (the "Evidence"). Any evidence including any objection, comment, or response and any memoranda of law relating to confirmation of the Proposed Disclosure Statement must be in writing and filed with the Clerk of the Court and served in accordance with the rules set forth below. The Evidence must be filed with the Clerk of the Court and served on the Office of the United States Trustee, John G. Gallina, Esq., and the Purchaser's counsel, Simpson Thacher & Bartlett, 425 Lexington Avenue, New York, New York 10017, Attention: Lilian Kraemer, Esq., or on or before December 9, 1993 by 5:00 p.m. Eastern Standard Time.

16. A hearing will be held on December 16, 1993 at 10:00 a.m. or as soon thereafter as counsel may be heard, before the Honorable Thomas L. Brody, United States Bankruptcy Court for the Southern District of New York, United States Bankruptcy Court, Alexander Hamilton Custom House, One Bowling Green, New York, New York 10004-1408, to consider approval of the Proposed Disclosure Statement and any other matter that may properly come before the Court at the time ("Disclosure Statement Hearing"). The Disclosure Statement will be filed with the Clerk of the Court and will be available for inspection during further notice of the hearing of the adjourned date or at the aforementioned hearing or at an adjourned hearing thereof.

17. In the event that you have questions concerning the Debtors, the matters set forth herein, or the Plan, or you need an Official Form No. 10, or any other document or information, you may contact the Office of the United States Trustee, John G. Gallina, Esq., at (212) 530-9566 or Lisa A. Turek, Esq. at (212) 530-9567, between the hours of 10:00 a.m. and 5:00 p.m. Eastern Standard Time for assistance.

Dated: New York, New York
November 10, 1993

BY ORDER OF THE UNITED STATES BANKRUPTCY COURT
FOR THE SOUTHERN DISTRICT OF NEW YORK
Honorable Tina L. Brody, United States Bankruptcy Judge

McBain, Tweed, Hadley & McCoy
1 Chase Manhattan Plaza
New York, New York 10005
(212) 530-5000
Attention: John G. Gallina, Esq.
Attorneys for the Debtors and Creditors in Possession

Companies Merged into Macmillan
Tax ID
13-1541958
13-1541959
13-6156797
13-3229931
North America
Macmillan Publishing Corporation (Delaware), Inc.
Science Research Associates, Inc.
The Scribner Book Companies, Inc.
Alpha Books, Inc.
Macmillan Accounting Corporation
Web Publishing Company
McMillan Publishing Company
McMillan Co., Inc.
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Macmillan Reference Publications, Inc.
Macmillan (Delaware), Inc.
Macmillan Publishing Company, Inc.
Macmillan Publishing Company, Inc. (subs. Armed Forces Journal International, Inc.)
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EU and US in crucial Gatt talks

By George Graham in Seattle and David Dodwell and Frances Williams in Geneva

European trade negotiators arrive in Washington today for a two-day meeting with US counterparts that is likely to determine the shape and scope of the Uruguay Round package of world trade reform.

"I am confident now that there will be an agreement by December 15," the deadline set for an accord, a European Union negotiator said before departure. "The Washington meeting will decide whether it is a big deal or something more modest."

While warning that a "small package" would be much harder for national governments to ratify, he signalled that outstanding differences over protection and subsidies for steel presented a stumbling block. Negotiators would be trying to "reduce matters to an absolute minimum" - focusing on market access, trade in services, anti-dumping rules, subsidies and disciplines over support for steel and aircraft.

The Washington meeting between Mr Mickey Kantor, US trade representative, and Sir Leon Brittan, EU trade commissioner, will allow EU negotiators to learn how events of the past week have influenced US strategy towards completion of the Uruguay Round. The EU has been a spectator during the approval by the US Congress of the North American Free Trade Agreement and the US courtship of Asian nations at the Asia-Pacific Economic Co-operation summit in Seattle.

US officials said at the weekend they believed that winning congressional approval for

Nafta had strengthened their hand in the Uruguay Round negotiations and had improved prospects of congressional support for the Gatt deal.

"A good consequence of the Nafta win is that while we really would like a deal, we don't have a high octane political need for one. When the president says we want a good one, we can mean that," an administration official said.

The Senate voted Nafta through on Saturday by 61-38. A total of 34 Republicans joined 27 Democrats in favour of the measure; 28 Democrats and 10 Republicans opposed it.

As the Uruguay Round approaches December 15, after which President Bill Clinton will lose his fast track authority to negotiate without line-by-line congressional oversight, the White House believes that the Nafta battle has re-established a constituency for free trade within Congress.

Mr Clinton said that the US would "not accept a flawed agreement" but added that a good Gatt deal could create 1.5m jobs in the US over 10 years.

Tom Burns adds from Madrid: President François Mitterrand of France underlined that the road to a Gatt agreement remained rocky when he used bilateral weekend talks with the Spanish government in Madrid to deliver a stinging attack on what he said were bullying US tactics following the Nafta accord.

He was supported by Mr Edouard Balladur, prime minister, who warned in a joint press conference with Mr Mitterrand and Mr Felipe González, Spanish prime minister, that the US would have to soften its stance on Gatt.

Chinese leader cuts a figure on the world stage

By Alexander Nicol in Seattle

China's President Jiang Zemin did not quite go to the extent of donning a ten-gallon hat - as did his patron, Mr Deng Xiaoping, when he visited the US in 1979.

But the crusty Communist party general secretary went out of his way to make an impact as a world leader during the weekend summit in Seattle.

Mr Jiang talked expansively but uncompromisingly in a 50-minute session with President Bill Clinton. He had individual meetings with leaders of Indonesia, Australia, South Korea, Canada, Japan and Thailand. He dropped in on a "typical"

middle-class American family, handed out a stuffed panda and a doll in exchange for cookies and a picture of Sleeping Beauty, and brandished pictures of his grandchildren.

For Mr Jiang, the summit could not have been held in a more symbolic city than the home of Boeing, which dominates the local economy. China has bought more than 200 Boeing aircraft since the 1970s and is the company's biggest foreign customer. Thanks to the country's economic boom and renewal of its infrastructure, it promises to remain so.

But if Mr Clinton removes China's most favoured nation trading status, as he threatens to do next year, Seattle would

fear the consequences. Visiting Boeing's Everett plant, Mr Jiang pointedly thanked Mr Frank Shrontz, Boeing's chairman, for the company's efforts to maintain China's MFN status.

Chinese officials repeatedly pointed out the US would suffer if MFN is revoked.

Mr Clinton, after several months of worsening relations, has embarked on a new policy of closer engagement with China, involving higher-level and more frequent discussions than had occurred since the Tiananmen Square killings in 1989.

However, he made clear to Mr Jiang this does not imply a lessening of US pressure on China for improvements in

human rights, market access and nuclear non-proliferation - all conditions set by the US president for MFN renewal next June.

On human rights, Mr Clinton spelled out specific demands for International Red Cross access to Chinese prisons; release of political prisoners particularly if they are ill; a dialogue by Beijing with the Dalai Lama, the exiled Tibetan spiritual leader; and access by US customs officials to ensure prison-made goods are not exported to the US.

Mr Jiang delivered a 15-minute statement on the diversity of the world's nations and the need not to interfere in each other's affairs. But he did

not discuss the North Korean nuclear threat and indicated China was prepared to discuss the issues which were of concern to the US.

Both men said the meeting was a "good beginning". Mr Clinton said it "established our determination to build on the positive aspects of our existing relations, and to address far more candidly and personally than we have in the past the problems that remain".

China had not been expected to give ground in so public an arena as the first meeting between the two presidents.

But Mr Warren Christopher, secretary of state, was encouraged that they had met, that Mr Jiang had not refused to

"engage", and that they had a vivid and animated discussion.

Despite China's rejection of US demands, stepped-up and forthright dialogue seems likely to continue, with end-year deadlines looming for resolution of market access and commercial hearings on the MFN issue due in January.

China had not been expected to give ground in so public an arena as the first meeting between the two presidents.

Mr Mickey Kantor, US trade representative, said Beijing's trade surplus with Washington could reach \$23bn (£15.6bn) this year and described it as "politically and economically unacceptable". Ms Wu Yi, China's trade minister, responded that "China has never been afraid of sanctions."

The president clearly sees political reform as Hosokawa's Nafta, a senior administration official said, echoing Mr Hosokawa who said the next legislative bundle, in the upper house, for his reform plans would be just as difficult as the Nafta debate was in the US.

US officials insisted they were not disappointed that the bilateral meeting had yielded no specific progress either on opening the Japanese rice market or on the additional measures to stimulate economic growth that the US believes Japan should undertake.

Mr Clinton said he hoped the two countries would over the coming months take action to

boost the world economy.

"By next June or July, certainly by a year from now, I believe that the responsibilities of the United States and Japan to do more to promote global economic growth will have been in large measure advanced," he said.

Mr Hosokawa, however, said later that he had no idea what Mr Clinton was talking about.

Senior US administration officials said they still believed further stimulus to demand in the Japanese economy would be timely, but said there could be no question of the US trying to dictate to Japan the size or timing of a tax cut or tax reform programme.

Progress on bilateral trade issues is unlikely to materialise until the days before Mr Clinton and Mr Hosokawa next meet on February 11.

"The pattern historically is that change occurs at the eleventh hour. We will have to see if the three key areas of procurement, insurance and automobiles yield concrete results or not," a senior administration official said.

President Bill Clinton, fresh from a bruising struggle to win congressional approval of the North American Free Trade Agreement, sympathises with Mr Hosokawa's political difficulties.

But Mr Hosokawa repeated Japan's opposition to setting numerical targets for foreign market shares, and insisted that the bilateral trade talks could not be a one-way street.

"We will do our best with regard to market access, but efforts will have to be made on the US side to improve its competitiveness," Mr Hosokawa said.

The President showed new-found enthusiasm for the region at the Apec summit, writes George Graham

Judging by his haggard looks and weary tones as he delivered his final speech before leaving the Asia-Pacific summit in Seattle at the weekend, one might have thought President Bill Clinton had suffered a dismal week riding with defeat. In fact, he left the summit as he arrived - riding high.

His message sharpened by the Nafta debate, Mr Clinton last week in speeches in Seattle closed the circle between international security policy, international economic policy and domestic economic policy.

"We cannot remain strong abroad unless we are strong at home," Mr Clinton said. "Stagnant nations eventually lose the ability to finance military readiness, to afford an activist foreign policy or to inspire others by their example."

At a time when wealthy nations must become ever more productive to meet competition from both low wage countries and highly skilled countries, the only way they can increase jobs and raise incomes is through expanded trade. "There is no alternative. No-one has yet made a convincing case that any wealthy

trading opportunities overseas, but US officials say he did not make a "but connection" until the summit of the Group of Seven industrialised nations in Tokyo.

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At a time when wealthy nations must become ever more productive to meet competition from both low wage countries and highly skilled countries, the only way they can increase jobs and raise incomes is through expanded trade. "There is no alternative. No-one has yet made a convincing case that any wealthy

country can lower unemployment and raise incomes by closing up its borders. The only way to do it is to expand global growth and to expand each country's fair share of global trade," Mr Clinton said.

This emphasis on export opportunities has led the US inexorably towards the Asia-Pacific region, which is not only by far the fastest growing segment of the world economy but also the area with which the US has the largest trade deficit. Japan and China between them account for more than two thirds of the entire US trade deficit.

At the same time, Mr Clinton in Seattle directly linked US military presence in the Pacific and its security treaties with five countries in the region to expanded market access.

"We do not intend to bear the cost of our military presence in Asia and the burdens of regional leadership only to be shut out of the benefits of growth that that stability brings," he said.

The administration is anxious not to snub Europe. The approved formula adopted by even the most Asia-oriented US officials, such as Mr Winston Lord, assistant secretary of state for the region, is that "no area will be more important than Asia," and Mr Clinton himself insisted that Europe remained "a central partner for the US in security, in foreign policy and in commerce".

But many senior officials can scarcely conceal the feeling that all Europe has to offer them is mature markets with few opportunities for expanded US exports, foreign policy nightmares such as Bosnia, and an unimaginative and backward-looking pessimism.

Turning Mr Clinton's new-found enthusiasm for the Pacific into something concrete may prove difficult. In the first place, the administration's approach to realising its goals in the region is largely built on continuing divergent policies previously seen as incompatible alternatives: engaging

China on trade issues while taking a tough line on human rights; aggressively pursuing bilateral trade initiatives while pressing on with multilateral talks in the Gatt round; seeking to expand its free trade agreements in Asia and Latin America at the same time.

"We want it all," says Ms Joan Spero, undersecretary of state for economic affairs, while experts from the Bush administration scoff at their successors' inability to set priorities.

Second, many Pacific nations - including even those with a more western heritage, such as Australia - resent the US efforts to link its own values, such as human rights, market economics and democracy, to trade. Asian leaders look at a US based by budget deficits, governmental gridlock and violent crime, and question whether this is a price worth paying for greater democracy.

Third, many Asian members of Apec have shown reluctance in Seattle to get sucked into

grandiose US schemes for Mr Clinton's "new Pacific community," in which Apec could play the same role of anchoring peace and prosperity in Asia that Nato played in weathering the Cold War in Europe. Several countries remained wary of any attempt to institutionalise Apec with larger bureaucracy and more regular meetings.

US officials describe these reunions as "birthing pangs," and for all their doubts, Apec leaders took several steps in the US's direction. They agreed tariff cuts as a token of sincerity in final Gatt negotiations, accepted the US proposal for a meeting of Apec finance ministers, and agreed on a leaders' summit in Indonesia next year.

But the US's Asia vision has a long way to go before, as Mr Clinton hoped, "future generations may look back and say they can't imagine how the Asian-Pacific region could have thrived in such a spirit of harmony without the existence of Apec".

Hosokawa wins respite in battle on market access

By George Graham in Seattle

Japan's government has won a breathing space to press ahead with its political reforms before it faces more pressure to open its markets and stimulate its economy.

US officials are increasingly convinced that Mr Morihiko Hosokawa, Japan's prime minister, is bringing real change to his country's political system, and are willing to wait until he can win this battle in the Japanese parliament before pressing their demands for access to the Japanese market.

President Bill Clinton, fresh from a bruising struggle to win congressional approval of the North American Free Trade Agreement, sympathises with Mr Hosokawa's political difficulties.

The president clearly sees political reform as Hosokawa's Nafta, a senior administration official said, echoing Mr Hosokawa who said the next legislative bundle, in the upper house, for his reform plans would be just as difficult as the Nafta debate was in the US.

But Mr Hosokawa repeated Japan's opposition to setting numerical targets for foreign market shares, and insisted that the bilateral trade talks could not be a one-way street.

"We will do our best with regard to market access, but efforts will have to be made on the US side to improve its competitiveness," Mr Hosokawa said.

INTERNATIONAL PRESS REVIEW



Leaders at the Apec summit held a session in a log cabin on Blake Island off Seattle at the weekend

Associated Press

Saudi Arabia

If Saudi newspapers reflect official policy, Israel would be wise not to begin counting its diplomatic and economic chickens in the Middle East before the outline peace agreement with the Palestine Liberation Organisation is well and truly hatched. Whatever progress Israel may have made on softening a formerly hostile media in other parts of the world, for journalists in Saudi Arabia it remains a subject ripe for plucking.

The visit to Washington last week by Mr Yitzhak Rabin, Israel's prime minister, was a chance not to be missed. "Peace dividends or fruits of aggression?" was the rhetorical question posed on the opinion page of the daily Arab News. "Jewish leaders are making use of the PLO agreement to rob the power and force them to respond blindly to their demands", it maintained of Mr Rabin's talk with President Bill Clinton.

Elsewhere editorial writers contrasted what they saw as the urgent need for financial help in the Palestinian territories, with "American taxpayers' money showering down on Israel with hardly any restraint." They professed amazement "at how far the US is bending over backwards to please the Israelis".

Why they should be amazed is more difficult to gauge when Saturday's leader column in the Saudi Gazette explained that the US is prone to "occasional fits of madness". It mattered not to the writer that the US galloped to the rescue when Iraq invaded Kuwait, presumably in one of its saner moments. What so upset him was the US and the UN "tightening the noose of sanctions around Libya's neck" and trying to impose some sort of "biblical justice" on an Arab people at a time when genocide was continuing against the Moslems of Bosnia.

For the record: Saudi Arabia officially supports the Israeli-PLO

peace process and is closely allied to the US; it is disgusted with the response of the US and the

Europeans to events in former Yugoslavia; and local newspapers do not get much opportunity for expressing strong opinions on events closer to home.

Nigeria

General Sani Abacha, Nigeria's new military leader, is set to be a big loser

in securing a place in the World Cup.

Ireland

It was soccer too which drew the biggest headlines in the Irish Republic's press, overshadowing London's and Dublin's latest peace efforts for Northern Ireland.

The World Cup qualifying round between the Republic of Ireland and Northern Ireland last Wednesday was played at Belfast's Windsor Park in front of an almost exclusively, and very hostile, Protestant crowd. The one-all draw was sufficient for the Republic to qualify, but more important for the political columnists, the match provided a handy juxtaposition for them to score their own points.

As one in the Irish Times wrote, the match "may have done more than acres of print and yards of film to give outsiders a whiff of the poisoned gas of communal conflict".

More sportingly, Brian O'Toole, editor of the Irish Times, who described how out of consideration for his physical integrity he spent the match pretending he was a Protestant, had an upbeat view of the result. It produced, he said, "something it's hard to see in Belfast - triumph without victory, joy for one side without defeat for the other, pride at nobody's expense, a game in which everybody has won".

The Irish government must have thought it had scored an own goal last Friday, when it discovered its negotiating position revealed in full detail in the Irish Press daily paper. Who leaked the story? Some papers pointed to an emerging conflict within the Labour-Fine Gael coalition.

Expectations are high for a positive outcome to the political final - the Anglo-Irish summit in Dublin next month, but the commentators are preparing their readers for what might be an inconclusive draw on home ground.

Contributors: Robert Graham in Rome, Tim Coone in Dublin, Paul Adams in Lagos and Roger Matthews in Riyadh

government, pushed the clamour against a seven-fold increase in fuel prices off the front page.

Shonegan resigns, Abacha takes over government" ran the Guardian's headline on Thursday, before the full impact of the action by the military to oust Mr Shonegan had become clear: By Saturday the impact of Gen Abacha's abolition of all elected civilian bodies was sinking in.

The Guardian, the most respected independent daily in Nigeria, also reported the first foreign reaction.

Under the heading "Britain deplores change", it quoted foreign secretary Douglas Hurd's condemnation of military rule.

With such headlines as "The War of the Mayors" and "Mayors of the new Italy", the outcome of municipal elections

NEWS: UK

Major seeks to reassure Ulster Unionists

By Philip Stephens,
Political Editor

Mr John Major, the prime minister, last night moved to regain the initiative in the Northern Ireland peace process by reassuring the protestant majority they retained an absolute veto over any change in the status of the province.

After the weekend disclosure of fresh talks between Mr John Hume,

the SDLP leader, and Mr Gerry Adams of Sinn Féin, Downing Street flatly rejected any possibility that a revised Hume-Adams peace plan could form the basis for a political settlement.

The prime minister's office similarly dismissed weekend speculation that it might respond to a cessation of violence with an amnesty for terrorists. It declared that the presence and number of British troops in the prov-

ince could not be a subject for negotiation.

That was coupled with a strong reaffirmation that the Government's "constitutional guarantee" to the people of Northern Ireland meant that the democratic rights of the majority would never be prejudiced.

Mr Major is relying on the support of the nine Ulster Unionist MPs to get through controversial legislation at Westminster. More importantly, the

prime minister is aware that without Mr Molyneaux's backing it will be impossible to secure a political settlement in Ulster.

Officials said detailed proposals handed by the British to the Irish government for a new constitutional settlement in Ulster did include recognition of Dublin's aspiration to a united Ireland.

But the British draft of a new accord to replace the 1985 Anglo-Irish

agreement fell far short of Dublin's call for a significant element of joint responsibility in the administration of the province.

The Irish prime minister yesterday offered an upbeat assessment of the possibility of a permanent cessation of violence by the IRA and its loyalist counterparts. Mr Reynolds also distanced himself, though rather more gently than the British government, from the Hume-Adams initiative.

Britain faces European rules on working time

By David Goodhart,
Labour Editor

The European Union's controversial working time directive will be formally passed in Brussels tomorrow.

Both the British government and employers say that the sting has been drawn from the directive – especially in relation to the attention-grabbing 48-hour week limit.

But there is still plenty of regulation in areas such as night work, and statutory holidays, which could require fundamental changes in three years' time. By then the directive will have to be implemented in Britain unless the British government's legal challenge to it should unexpectedly succeed.

Fundamental changes have, indeed, been achieved. For British employers alone there will be no 48-hour week limit for at least 10 years, although no employee can be forced to work more than 48 hours.

Even for employers in other member states the "reference period" within which the working week must not exceed an average of 48 hours will be a minimum of 4 months and, with union agreement, a maximum of 12 months.

But the entitlement to paid annual holidays of at least four weeks per year could have a big effect in Britain, where holiday provision, like much else, has no statutory underpinning. It is not yet clear whether the four week rule must be

Unemployment benefit could suffer deep cuts if plans now under serious consideration by ministers as one of a series of measures to reduce public spending are included in next week's Budget, David Owen writes.

This emerged yesterday as the leak of a document outlining the scope of the government's long-term social security review set the scene for a prolonged and bitter row over the future of the welfare state.

One option being examined is to halve the time for which the 715,000 unemployment benefit claimants were eligible for the £44.65 a week benefit from a year to six months.

If plans to halve the benefit period go through, the jobless would have to rely on income support, which is pegged at £44 a week for a single adult but which is means-tested to exclude those with savings of more than £8,000.

applied on a pro-rata basis to part-time workers, for example. These are important questions in Britain because of the 2.2m employees with no paid holidays, fewer than 20 per cent work 16 or more hours a week with at least one year's continuous service with an employer.

The imposition of the working time directive on Britain, albeit in watered down form, will serve to mark another small step towards British convergence with continental traditions.

Fears that the start of services through the Channel Tunnel might be delayed by an accident involving an overhead electrical power line were groundless. Eurotunnel, the operating company, insisted yesterday.

The incident is reported to have happened on November 13, when 25,000 volts were sent down the main power cable and hit an abandoned metal bar which then caused an explosion.

A Health and Safety Executive official said the incident was immediately reported and was being investigated. Agency investigators had visited the scene and would return this week.

The HSE said the incident happened during testing of the system which took electric power to overhead catenary which carried overhead cables through the tunnel.

"The tunnel was cleared of work personnel. The power system was tested, there was an overload, a flash and some

smoke. The system was brought to a halt. The test procedure worked inasmuch as it showed up a fault," said the HSE spokesman.

TML, the contractor, said the incident happened 7km from the UK end of the tunnel, where it is still under land, while a series of tests were taking place.

About 375 metres of overhead cabling was affected. The area had been cleared, as part of standard safety procedures, and no-one was hurt.

Only the catenary electrical

Britain in brief



City share system to cost £30m-£40m'

The new share settlement system proposed for the City will cost about half as much as the Stock Exchange's failed Taurus project – according to details to be unveiled later this week.

However, because the proposed Crest system will not be nearly as sophisticated as Taurus, individual companies are likely to have to spend more developing their own computer link-ups.

Specifications from the Crest committee, which is sponsored by the Bank of England, will carry an estimated price tag for building the central system of £30m to £40m compared with the estimated £75m for Taurus.

ITV braced for liberalisation

The government is expected to announce this week details of a significant degree of liberalisation of ownership rules governing ITV companies.

All the signs are that the most restrictive forms of change, allowing only one or two companies to change hands, have been rejected.

At the moment the nine largest ITV companies are unable to take each other over under the regulations in the 1990 Broadcasting Act. A liberalisation that would allow one company to hold two large licences plus one of the smallest six ITV licences would enable a considerable degree of consolidation to take place in the ITV system.

Eurotunnel pointed out the cost would be borne by TML. Mr John Noulton, Eurotunnel's director for public affairs, said that some reports of the incident had been grossly exaggerated.

Damage had been restricted to a feeder cable and "it appears at this point that just one insulator failed," he said.

to figures published today by three environmental groups.

The lobbyists are calling on the government to introduce "green" reforms to so-called EU set-aside schemes which pay farmers to take land out of production.

Societies 'may broaden funds'

The UK Building Societies Commissioner has raised the prospect that powers in the de-regulation bill may before parliament could be used to allow societies to raise more of their funds on the wholesale money markets, enabling them to be more competitive.

Mrs Rosalind Gilmore said there was "no huge magic" about the present limit of 40 per cent of funds which societies can raise on the wholesale markets, set by the Building Societies Act 1986.

Below this overall ceiling, each society has a different limit. The average is about 30 per cent.

Retailer vows to compete

Mr Stanley Kalms, chairman of Dixons, Britain's leading high-street electrical retailer, last night said he would compete "ruthlessly" with new US-style warehouse clubs which undercut goods in his shops.

But he denied telling suppliers that they would have to decide whether they would sell to Dixons or warehouse clubs such as Costco – the first of which opens soon in Easer – offering cut-price shopping to members.

Few companies buy machinery

Fewer than 15 per cent of British companies increased investment in machinery and plant this year in spite of the temporary introduction in late 1992 of 40 per cent first-year capital allowances, according to a survey.

The results of the Lombard business investment survey, carried out for Lombard North Central, the leasing and hire purchase subsidiary of National Westminster Bank, come a week before the Budget which industry hopes will contain further measures to boost industrial investment.

TODAY
YAMAICHI
COMMENCES
MARKET
MAKING IN
GILT-EDGED
SECURITIES

SALES (LONDON)
John Battye
(Head of sales)
071-330 8086
Janet Shields
071-330 8087
Carole Heath
071-330 8088

TOKYO
Hiroshi Suzuki
010-813 366 57470

ANALYSIS
John Sheppard
(Chief economist)
071-330 8415
Nigel Richardson
Head of bond research
071-330 8322

TRADING
Jim Goodey
(Head of trading)
Chris Bowles
Philip Hunter
Mohammad Tariq

SETTLEMENTS
John Corr
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FT EXPORTER

FT EXPORTER is now established as Europe's premier export review.

The next issue will appear with the Financial Times throughout the UK and Europe on the 19 January 1994. Written by Financial Times journalists based in leading business centres across Europe, the FT Exporter will again show, through case histories, how orders are being won and what practical problems are being overcome.

Derek van Tienen [display]
Tel: 44 (0) 71 873 4882
Fax: 44 (0) 71 873 3062

Alison Prin [classified]
Tel: 44 (0) 71 873 3580
Fax: 44 (0) 71 873 3098

COMPANY NEWS: This Week

7

UK COMPANIES

■ TODAY

COMPANY MEETINGS:
Murray Ventures, 7 West Nile Street, Glasgow, 12.15

BOARD MEETINGS:

Finales:
Cosalt
Creston
Diploma
Foreign & Col. Emer. Inv.
Rodime
Shani
Interims:
Allen
Allied Lyons
Amber Indi.
Applied Holographics
Babcock Int'l.
Bakeryman Gold
British Assets Tst.
Cropper (James)
EMAP
Hewetson
Kenwood Appliances
Shires Inv.
St. Staffs. Water Worthington Group

■ TOMORROW

COMPANY MEETINGS:
Baillie Gifford Japan Trust, 1 Rutland Court, Edinburgh,

12.30 Smiths Industries, 765 Finchley Road, Childs Hill, N.W. 12.00

BOARD MEETINGS:

Finales:
Anglo Irish Bank
Capital Radio
Stratagem
Unigroup
Interims:
ABI Leisure
Alba
RFB Inds.
City of London PR
Foster (J)
Lowndes Lambert
ML Edges
Optometrics
Platinum
Powergen
Wagon Indl.

Warlord Inv.
■ WEDNESDAY NOVEMBER 24

COMPANY MEETINGS:
Enterprise Computer Hdg., 4 Broadgate E.C. 3.00
Exmoor Dual Inv. Tst., 39 Victoria Street, S.W. 12.00
Merivale Moore, The

Grosvenor House Hotel, 86 Park Lane, W. 12.00

BOARD MEETINGS:

Finales:
Concentric
Dundee Worldwide
Kwik Save
Leveraged Opportunity
Quadrantique
Tembusukos
Yeoman Inv.
Interims:
GEI

Hazlewood Foods

Multitone Elects.

Macdonald Martin Distillers

Multitone Elects.

Policy Portfolio

Powell Duffryn

Scottish Power

Shanks & McEwan

South West Water

Wah Kwong Shipping

■ THURSDAY NOVEMBER 25

COMPANY MEETINGS:
Green (Bennet) & Partners Hdg., 35 St. Andrews Hill, E.C. 12.00
Hong Kong Inv. Tst., 197 Knightsbridge House, 197

Knightsbridge S.W. 11.00
Mawards (John) Grp., Holiday Inn Crown Plaza, Manchester, 12.00

BOARD MEETINGS:

Finales:
Concentric
Dundee Worldwide
Kwik Save
Leveraged Opportunity
Quadrantique
Tembusukos
Yeoman Inv.
Interims:
AAH

Chloride

Hazlewood Foods

Multitone Elects.

Macdonald Martin Distillers

Multitone Elects.

Policy Portfolio

Powell Duffryn

Scottish Power

Shanks & McEwan

South West Water

Wah Kwong Shipping

Centre, University of Manchester, 11.00
Pici Petroleum, The Howard Hotel, 32-36 Great King's Street, 12.00

BOARD MEETINGS:

Finales:
China Inv. & Dev. Fd.
McLeod Russel
Morland
Interims:
AAH

Chloride

Hazlewood Foods

Multitone Elects.

Macdonald Martin Distillers

Multitone Elects.

Policy Portfolio

Powell Duffryn

Scottish Power

Shanks & McEwan

South West Water

Wah Kwong Shipping

■ FRIDAY NOVEMBER 26

COMPANY MEETINGS:
Honeysuckle Plc., 11 Regent Street, Leeds, 12.00
Lloyds Chemists, Red Lion Hotel, Long Street, Athstone, Warwickshire, 10.30

Manchester United, Armitage

Company meetings are annual general meetings unless otherwise stated.

Please note: Reports and accounts are not normally available until approximately six weeks after the board meeting to approve the preliminary results.

CROSS BORDER M&A DEALS				
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Alusuisse Lenzia (Switzerland)	Lawson Mardon (Canada)	Packaging	\$280m	Cognetti selling control
Bowthorpe (UK)	Lor Sigler Measurement Controls (US)	Monitoring instruments	\$14m	Expanding environmental arm
Capital Cities/ABC (US)	Scandinavia Broadcasting (Luxembourg)	Broadcasting	\$27m	State to boost Europe ops
Computer Sciences Corp (US)	Unit of British (UK)	Data processing	\$75m	Outsourcing's popularity grows
Guardian Royal Insurance (UK)	American Ambassador Insurance (US)	Insurance	\$65m	GRG's biggest buy in years
Ringworth Morris (UK)	Bolshevicha (Russia)	Clothing	\$3.6m	Strategic 49% stake
Interprovincial Pipeline System (Canada)	Consumers Gas (Canada)	Gas	\$612m	British Gas to sell
Siemens (Germany)	Teleco Cava (Italy)	Cables	\$42m	Agreed bid for control
South African Breweries (S Africa)	Kohanyi Songyu (Hungary)	Brewing	\$3.4m	More investment ahead
Transamerica (US)	Unit of Tiphook (UK)	Container leasing	\$230m	Proposed sale to cut debt

Forthcoming Surveys in the FT

■ Wednesday November 24

Basque Country: Recessions takes its toll on the region's heavy industrial base

■ Thursday November 25

Belgium Banking and Finance: The struggle to survive and prosper in a wider market

Turkish Finance and Industry: Preparing for the 1995 customs union with the EC

■ Friday November 26

Gloucestershire: Growth in financial services as defence sector retrenches

■ Monday November 29

Danmark Economic: Holds key to next year's election

Software at Work: The joys of homework

Baron Edmond de Rothschild
President of the Board of Supervision of
La Compagnie Financière Edmund et Benjamin de Rothschild

Sir Evelyn de Rothschild
Chairman of N M Rothschild & Sons Limited

Baron David de Rothschild
Managing Partner of Rothschild et Compagnie Banque

have recently become aware of attempts to obtain funds for investment in Eastern Europe using the Rothschild name. The promoters have nothing whatsoever to do with our Family, nor with His Excellency Prince Rainier of Monaco, as alleged in their promotional material.

We would like to make it absolutely clear that the so-called Rothschild Bank located in Anguilla (British Antilles) and Rothschild Fund (with residence in the Virgin Islands) are in no way associated with our Family or companies of which we are directors, owners or managers.

The regulatory authorities in France, as well as those in a number of other jurisdictions, have been advised, as have the police forces in relevant jurisdictions. The Rothschild Family will, in addition, take whatever measures are appropriate against the promoters of this attempted fraud.

PAINTS & THE ENVIRONMENT: AN INDUSTRY FIGHTS BACK

The Financial Times plans to publish this Survey on

WEDNESDAY, 16TH FEBRUARY 1994

It will be published from our print centres in Tokyo, New York, Frankfurt, Roubaix and London. It will be seen by Chief Executives and Government Officials in 160 countries worldwide.

For full editorial synopsis and details of available advertisement positions, please contact:

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FT SURVEYS

CONTRACTS & TENDERS

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ATTENTION : MR. ANTONIO LUNA

ATTENTION : MR. HASAN PILAV

This advertisement has been reprinted from 19.11.93 as some of the type may have been illegible.

Republic of Austria
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Notice is hereby given that the notes will bear interest at 3.475% per annum from 19 November 1993 to 22 February 1994. Interest payable on 22 February 1994 and thereafter semi-annually on US\$9.07 per US\$1,000 note, US\$9.71 per US\$1,000 note and US\$30.72 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

DIVIDEND & INTEREST PAYMENTS

■ TODAY

COMPANY MEETINGS:
Murray Ventures, 7 West Nile Street, Glasgow, 12.15

BOARD MEETINGS:

Finales:
Cosalt
Creston
Diploma
Foreign & Col. Emer. Inv.

Rodime
Shani

Interims:
Allen

Allied Lyons

Amber Indi.

Applied Holographics

Babcock Int'l.

Bakeryman Gold

British Assets Tst.

Cropper (James)

EMAP

Hewetson

Kenwood Appliances

Shires Inv.

St. Staffs. Water

Worthington Group

■ TOMORROW

COMPANY MEETINGS:
Baillie Gifford Japan Trust, 1 Rutland Court, Edinburgh,

■ TOMORROW

COMPANY MEETINGS:
Enterprise Computer Hdg., 4 Broadgate E.C. 3.00

Exmoor Dual Inv. Tst., 39

Victoria Street, S.W. 12.00

Merivale Moore, The

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Victoria Street, S.W. 12.00

Merivale Moore, The

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Hong Kong Inv. Tst., 197

Knightsbridge House, 197

■ FRIDAY NOVEMBER 26

COMPANY MEETINGS:
Green (Bennet) & Partners Hdg., 35 St. Andrews Hill, E.C. 12.00

THE BUSINESS TRAVELLER

American strike brings chaos to US airports

WHERE IN THE WORLD TRAVEL COULD BE TROUBLE

The strike by flight attendants at American Airlines enters its second week today with unions and management no nearer agreement, and thousands of flights still delayed or cancelled because of the industrial action, writes Patrick Harverson in New York.

Yesterday American, the largest US carrier, said that nearly half of its scheduled flights were leaving with passengers. It also said the situation was improving each day, and that a growing number of striking attendants were returning to work. The union, however, claimed the majority of American flights were leaving with no passengers, and that over 90 per cent of its members were still on strike.

Likely weather in the leading business centres

	Tokyo	Hong Kong	London	Frankfurt	New York	Los Angeles	Milan	Paris	Zurich
Monday	Cloudy 12	Cloudy 24	Cloudy 0	Cloudy -1	Sunny 14	Cloudy 11	Cloudy 2	Cloudy -2	Cloudy -6
Tuesday	Cloudy 10	Sunny 21	Cloudy 0	Sunny 0	Sunny 14	Cloudy 11	Cloudy 4	Cloudy -3	Cloudy -4
Wednesday	Cloudy 10	Sunny 23	Cloudy 1	Sunny 2	Sunny 13	Cloudy 11	Cloudy 5	Cloudy 2	Cloudy 0
Thursday	Cloudy 17	Sunny 26	Cloudy 5	Cloudy 2	Sunny 6	Cloudy 11	Cloudy 5	Cloudy 2	Cloudy -1
Friday	Cloudy 18	Sunny 25	Cloudy 7	Cloudy 4	Sunny 7	Cloudy 11	Cloudy 4	Cloudy 2	Cloudy -4

Information supplied by Meteo Consult of the Netherlands

Maximum temperatures in Celsius

The strike, which is due to continue through to the end of this week, has caused chaos at airports across the US, stranding thousands of domestic and international passengers. Competing airlines, including Continental, Delta and Northwest, have scheduled additional domestic flights and said they would honour any valid American ticket presented by passengers with prior endorsement by American. On international flights, British Airways and Virgin have said they would honour tickets with an endorsement by American.

POLAND: Flights between London and Warsaw are still heavily disrupted by the dispute between the British and Polish governments over land-

ing rights. British Airways has been banned from flying to Warsaw, while Polish Airlines has been denied access to Heathrow. BA is flying passengers to Frankfurt and then bussing them to Warsaw.

SPAIN: A national strike planned for Thursday could severely disrupt travel.

BELGIUM: On Friday Belgian unions are threatening a national strike in protest at the government's austerity plan.

FRANCE: Public sector unions plan further strikes against privatisation plans.

NIGERIA: The situation is very tense following the announcement of a military government, the dissolution of all democratic institutions and the banning of all political par-

ties. Non-essential visits should be postponed. An indefinite national strike is disrupting business and services, internal travel and international flights. Industrial action might escalate to rioting, especially in the south west. Residents should exercise caution.

THAILAND: There is a high incidence of street crime and armed robberies, especially in Lagos and the southern states. Travelling outside major cities at night, or on the following roads at any time:

- coast road between Acapulco and Puerto Escondido

- Highway 37 from Uruapan to Playa Azul (Particularly in the State of Guerrero)

- Highway 51 from Zitacuaro to Huiztamo in Michoacan

- roads in the Yucatan Peninsula, especially Route 180 from Merida to Campeche and Route 186 from Chetumal to Villahermosa. Avoid isolated beaches (Particularly around Puerto Escondido).

GUINEA: Tension remains high in the run-up to December 5 presidential elections. No reports of violence in or around Conakry since disturbances in October, but visitors are advised to proceed with caution.

Additional information from Travel Advice Unit, Consular Department, Foreign and Commonwealth Office, Clive House, Petty France, London SW1H 9HD. Tel: 071-270-4129.

City and other major urban areas is commonplace. There is particular risk on the metro (underground) and around bus stations. Only official airport taxis should be used. Take special care when using taxi late at night.

Because of incidents of robbery, visitors are advised that excepting travel on first class buses on the "Cuota" highway, it is unsafe to travel on roads outside major cities at night, or on the following roads at any time:

- coast road between Acapulco and Puerto Escondido

- Highway 37 from Uruapan to Playa Azul (Particularly in the State of Guerrero)

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Airlines desperate for business passengers to fill their aircraft in the slack winter season are vying with each other to offer the most attractive deals.

Across Europe, airlines are wooing their more lucrative clients, the business executives, with special offers. German and UK residents, especially, are on the receiving end of the best prizes, ranging from price cuts to free flights and overnight stays in luxury hotels.

The airlines' main weapon is the "frequent flyer" programme. When taking flights, members of programmes earn points which can be redeemed for items such as free tickets or upgrades to business class.

Anyone can join an airline's frequent-flyer programme and there is no reason why someone should not join several. In the UK, British Airways' "Dream Ticket" promotion has the highest profile. But behind the hype this is simply a promise to double the number of points collected for a flight taken before the end of March.

This means that one business-class return to New York would earn enough points for an economy return to Athens in the summer; it would have taken two such flights. As always with UK residents flying with BA, the deal only applies for first, business and full-fare economy tickets.

Many business travellers buy discounted tickets in this case, US carriers such as American Airlines and United Airlines offer a better deal. Their double-points offer, for UK residents only, applies for virtually any fare available. On short-haul flights, British Midland also gives awards to buyers of economy-class tickets.

For those living in Germany, this will seem tame stuff. BA and American Airlines will triple the points earned by German residents over the next few months. Cathay Pacific, the Hong Kong-based carrier, is offering enough points with one business-class return to the Far East between now and the end of December for a free business-class ticket within Europe on Austrian Airlines or Swissair.

The desperation to attract German passengers may be because of the depth of the country's recession. Mr Colin Rainbow, commercial director of Paris-based travel agency Wagon-Lits, says that for the first time airlines are selling seats at less than published prices in Germany.

This is only a selection of the

deals on offer. And the tide of special deals is unlikely to ebb until spring. There is still a recession in the airline industry and overcapacity is widespread. That combination in recent years has meant fringe benefits and cost savings improve through the season.

If - like a quarter of Europe's business air travellers according to a recent survey - your choice of carrier is determined by awards of frequent-flyer points, winter is a chance to push up your total quickly.

BRITISH AIRWAYS

In any language the message is the same - good deals can be had

Danish residents, too, can discounted tickets: business-class fares on Scandinavian Airlines System on some short-haul routes have been cut by 30 per cent. SAS is also offering business-class passengers starting from the UK a free overnight stay in a Scandinavian hotel, provided the trip is made before the end of March. Alitalia has a similar scheme for flights from Italy to London before December 31. Business-class passengers get a free night in a London hotel.

This is only a selection of the

Opera conductors, oui bus conductors, non

Michael Skapinker tests the new airport bus in Paris

Charles de Gaulle airport in Paris has its own way of adding to the disorientation of a traveller arriving in an unfamiliar city.

Getting to the city centre by rail involves a ride first on an airport bus to the nearby RER suburban railway station. Then follows a battle to figure out how the RER connects with the Metro underground system. For French railway maps lack the clean-lined simplicity of their UK counterparts.

Hence the attraction of the new Roissy Bus service from the airport to the Paris Opera in the centre of the city.

The advantage of this service, which leaves the airport every 15 minutes, is that you use only one mode of transport. At FF30 each way, it also

costs less than taking a taxi. However, the experience of a recent one-day trip to Paris from London suggests that the bus is best avoided. The vagaries of the city's traffic make the service too unreliable for anyone with appointments to keep and flights to catch.

My journey from Charles de Gaulle began at 11.35am. Despite repeated warnings of imminent traffic snarl-ups on lighted signs above the motorway, the bus kept moving. The only incident was a near collision with a car - shrugged off by both parties without any swearing or hooting. We arrived at the Opera at 12.15pm - total journey time 43 minutes.

The relatively painless ride resulted in a decision to take the bus back to the airport, leaving the Opera at 6pm. With a British Airways flight back to London at 7.30pm, it was cutting it a little fine, but I assumed there would be less traffic on the way back than there had been at mid-day on my way in.

This was a mistake. The traffic leaving the city was so heavy that I finally arrived at the airport at 7.15pm - right for time and only just able to get on to the flight.

So it will be back to the railway in future. The same journey by RER and Metro costs FF39.50 and should take about 40 minutes.

Understanding that system may require a little concentration but it has the advantage of being reliable - provided no industrial action is taking place.

JOGGERS' GUIDE: New York

In park with Madonna

For most business travellers to New York, fighting the locals for pavement space is the only exercise they ever get.

In such a crowded, noisy place, who could imagine jogging or even taking a leisurely walk? However, New York offers jogging and walking routes with ample breathing space.

When they want the solitude of woods and water, New York runners head for Central Park, the leafy, 843-acre urban sanctuary opened in 1865. The park's department says it has the city's lowest crime rate. But it recommends runners avoid the park at night and run with a partner if possible.

One of the most popular routes in the park is a 1.6-mile gravel track around the Reservoir, the largest body of water in Manhattan. The access point is at 80th St and Fifth Ave. The reservoir offers mallard on the water and occasional appearances by such celebrity exercisers as Jacqueline Onassis and Madonna.

For a longer stretch, there is Central Park's auto loop - six miles of hard-surface road closed to traffic on weekends. The auto loop bypasses great expanses of woods and lawns, including one near West 72nd St called Strawberry Fields, which is dedicated to the mem-

ory of John Lennon.

A run in Central Park takes you past many Victorian-era architectural gems. One is Belvedere Castle, built in 1872 of the same stone that is found throughout much of the park's landscape. With Norman, Gothic and Moorish features, it overlooks the Great Lawn's softball fields. Other popular access points to Central Park are at its south-east entry (Fifth Ave and 60th St) and south-west corner (Columbus circle).

In the thick of Broadway traffic, it might be hard to remember that New York is an island. But a refreshing jog along some of the city's waterfront promenades will quickly set you straight. Skirting the Hudson River, the one-and-a-half-mile-long Battery Park City Esplanade begins at the downtown intersection of Chambers and West Streets.

It continues south almost to Battery Park and the tip of lower Manhattan. The route takes you past the World Financial Center and the North Cove Yacht Harbor. The Hudson kicks up stiff breezes. These are cooling in summer but blood-chilling in winter.

On the east side of Manhattan, the East River Esplanade offers a three-mile course, from 3rd St north to 125th St. On the left, cars whiz by on the FDR Drive. But there are more tranquil sights, such as Gracie Mansion in Carl Schurz Park. Built as a country manor house in 1797 by wealthy merchant Archibald Gracie, it is now the official home of the city's mayor.

Many New York hotels offer advice on the best running routes. The Ritz-Carlton, on Central Park South, distributes maps to its guests that detail three routes of varying lengths. The maps also list emergency telephone aid numbers.

For more information on running in New York, contact the New York Road Runners Club, at (212) 860-4455.

Don Munro

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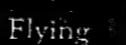
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WE ARE MADONNA

Why does the Christmas office party generate so many funny stories, so much corporate jokelore? The answer is that it has privileged status. Directors and senior executives are so afraid of laying themselves open to the miserable tag "Scrooge", that they will put up with behaviour from employees that would warrant instant dismissal at any other time of year.

Often described as an occasion when anything goes, there are breaches of acceptable behaviour and deportment which would normally shake the very foundations of the organisation. The Christmas "do" provides an annual catharsis for the passions and paranoias that lie just below the surface of everyday office life. No corporate principle is left unturned.

• Business logic: companies are built on an ethos of thrift, logic and constraint. This is in marked contrast to the over-indulgence, recklessness and lack of control of the office party. Seasonal largesse is expected from the company - but such extravagance can seem indulgent in times of economic stringency. So clients and suppliers are rarely invited; to do so might simply reinforce their contempt for the company.

There is also a reversal in the customary respect for company property. The office and its immaculate furniture is converted into something resembling a Marseilles dock-side dive. Party-goers push desks together, climb on them, dance on them. They spill drinks and stub out cigarettes on the carpets.

• Status considerations: initially, the status quo prevails. Senior figures may seem a little staidish until they are sufficiently tanked up to mingle. Easy access to the boss at first guarantees a large crowd, but executive awe evaporates proportionately as wine and maddening desires take hold. The acolytes drift away from the once-compelling centrifugal figure. A new hierarchy emerges, built on charm and entertainment value.

The group may then exercise collective pressure in getting the boss

Jean-Louis Barsoux says the office party is a logical absurdity

Christmas crackers



to don a paper hat and perhaps perform some embarrassing party piece. The boss will self-consciously oblige for fear of being labelled a party pooper - and may well overcompensate on the clowning in an attempt to establish street credibility.

Loss of dignity is but the first casualty of the evening.

• Physical restraint: normally dour people shout hoarsely over

the blaring music; those usually so aware of their body boundaries are suddenly given to extravagant semaphores; physical uprightness turns into slouching, into sitting on floors, then into lurching, sprawling and fumbling. Rational behaviour gives way to drunken exhibitionism. Colleagues, who would never usually lay a finger on one another, slap each others' backs and hug one another shamelessly. This is no

place for the sober or the dutiful.

• Sexual decorum: normal rules applying to office encounters are suspended as excuses for contact are proffered: loud music requires close proximity of conversationalists, dancing may ensue, the bright strip lights are extinguished and sprays of mistletoe materialise.

The everyday concentration of people in typing pools, shop floors, and open-plan offices is subverted as individuals seek out the building's nooks and crannies; temporary elopers cower in store cupboards or computer rooms and find novel uses for photocopiers.

• Interpersonal harmony: as the evening draws on, the enforced *bond-homicide* may be interrupted by sporadic outbreaks of conflict. The seasonally campaigner vents his pent-up frustration at being passed over for promotion in favour of a young high-flyer with a thinly veiled joke, an insult, an emptied wine glass or even a scuffle.

Not only is this yearly debauchery alien to the day-to-day idea of acceptable behaviour at work, it is also in contrast with Christmas in the domestic setting. Spiritual aspects of the season give way to one long round of grape, gossip and gripe. Christmas in the workplace owes more to the pagan Viking fertility rites of Yule tide than to Christianity.

All this makes one wonder why companies persist in holding office parties. They are probably responsible for more distress and agonising, more resignations and damaged job prospects, than any other single event in the corporate calendar. They are psychological minefields, viewed by staff with a mixture of excitement and dread.

Yet the truth is that many people derive a morbid enjoyment from grotesque self-revelation and unwise acts, even those that end in squalor, violence or regret. Twelve months, it seems, is long enough for selective amnesia to set in and for everyone to take their chances, once again, on the rollercoaster of merriment and disaster.

The article is based on the author's recently published book *Funny Business* (Cassell: £25 hardback, £11.99 paperback)

TIPS FROM THE TOP

What about the carpet colour?

Mick Newmarch, chief executive of the Prudential Corporation, offers advice on how to move head office

Having emerged only recently from a daunting array of storage crates, I am now free to assess the Prudential's recent move and to offer some advice for those contemplating a similar step.

The corporation left its ancestral home, 142 Holborn Bars, London, in 1988 in anticipation that the building would re-emerge, after restoration and modernisation, stripped of its more arcane features but retaining its Gothic-festooned charm and tradition. Despite many false dawns, we have not been disappointed. We have returned and have been on the site for all of eight weeks.

A successful move is built upon a moment of planning activity. Equally true, as we have learnt, this monument must be constructed like a piece of Lego, so that as expectations change or deadlines shift it can be quickly reassembled in a different configuration.

Our planning process was based upon a top-level committee, myself included, which contemplated an enormous variety of seriously important decisions ranging from the colour of the carpet to the shape of the dining chairs and the location of the coffee machines.

The committee was served by a professional project manager with the backing of a full-time team. However mundane each small decision may appear, co-ordinating them is a task to rank with re-designing the space shuttle for complexity.

It quickly became apparent to us that a plint of Prudential employees in 1988 equalled a substantial quart in 1993 owing to the growth in the business. Of those currently low on the list, Sundridge Park believes career management will move up the corporate agenda in the next few years.

The onus in future, however, will rest more on the individual than the company, with the latter playing a mainly supportive role.

Tim Dickson



We could scarcely tell our customers their maturity cheques must wait until we found the crate containing the file

provided free sandwiches to maintain blood sugar levels.

For us, the most positive catalyst to a successful move was the prospect of a visit from the Queen to open the building, only two weeks after our arrival. This galvanised the otherwise jaded into bursts of vacuuming, tidying and urgent activity to control our errant fire alarms.

Finally, it is worth remembering that however detailed the plans, some elements will inevitably escape, just as some carefully chosen furniture will look uncomfortable in its new home and no one understands how the waste bins came to be that perplexing shape.

I am looking forward to the day when we at last locate the keys to the monstrous, but impressive safe in my office, to allow exploration of its contents, untouched since 1988, or even before. I feel, however, a genuine sense of rejuvenation in our new environment: the move for us has been a positive and co-operative opportunity. I encourage others to look on theirs in the same light.

Next Monday: Sir David Plastos of Inchcape on how to plan for board succession.

Quality yardsticks

What criteria should be used for judging good quality managers? It ought to be a routine question for organisers of the many UK business award schemes, but too often it is not properly addressed.

Tomorrow, however, management awards will be made at a lunch in London, based on the qualities which three separate audiences - main board directors of the top 500 UK companies, fund managers and City and business editors - consider

important for generating sustainable growth.

The exercise was kicked off by Sundridge Park, a corporate development practice in the PPA Consulting Group, which defined 15 criteria

asked to select their top five. Significantly, strategic thinking came out ahead of the others in all three surveys, with leadership second in all three.

At that point the consensus cracked, fund managers and City editors emphasising the importance of external yardsticks such as investment planning and research and development, while the indus-

trial leaders preferred people and team development. Innovation, however, was somewhere in every body's top five.

Of those currently low on the list, Sundridge Park believes career management will move up the corporate agenda in the next few years. The onus in future, however, will rest more on the individual than the company, with the latter playing a mainly supportive role.

Tim Dickson

Recently, leading names in aviation, industry and politics were brought together at one of the most successful business events of the year.



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Brussels, November 1993

THE MONDAY People page

Kirkham bearded in his den

Lucy Kellaway talks to the sofa salesman whose company, DFS, floats this week

Graham Kirkham, an unknown sofa salesman from Yorkshire, has made nearly £300 million but is not satisfied. His fortune is larger than the reputed piles of the Forte and Weinstock families put together and three times as big as Charles Saatchi's. Yet his sights are pitched higher still.

"I've got this burning desire," he says. "I'm not happy to be a multi-millionaire. I hear this talk of billionaires..."

On Wednesday his life's work, DFS Furniture Company, joins the stock market. That day Kirkham will be in his office in Doncaster at 7.30 am as usual having made £130m from the sale of half the company. The flurry of publicity over, it will be back to the hard graft of making still more money.

The scale of his ambition has left his advisers gasping. "Genuinely ambitious people are rare," one says. "Some end up as dictators. Some go into business. He is the most complete example of the latter type I have ever met."

Two months ago few people south of Watford had heard of Graham Kirkham. Peers in the furniture trade like Derek Hunt of MFI have never clapped eyes on him.

Out of nowhere this businessman has become the City's latest darling. The raging ambition is hidden under a bluff and modest manner; he comes across as the chubby, cheerful chap. Analysts enthuse about his plain-speaking Yorkshire charm, his hard work and the strength of his business.

Outsiders might wonder at their reaction. The City has seen many entrepreneurs come and go. Retailers in particular have a habit of making a fortune only to lose a large part of it, witness Gerald Ratner, Sir Terence Conran and George Davies.

Moreover, the DFS prospectus contains some eyebrow-raising details: Kirkham has withdrawn £13m from the company before flotation, of which £5.5m was paid in the form of works of art and antiques as a crafty piece of tax

avoidance. The company's merchandise manager has several times been convicted for drunken driving; more recently he has been charged with driving when disqualified and refusing to be breathalysed. And finally, as Kirkham is raising no new money for the business, it has been asked whether he is taking the company public at all.

"I went along to the analysts' meeting very cynical expecting to hear all sorts of bullshit but was pleasantly surprised," says Katherine Wynne of Kleinwort Benson. Kirkham, she points out, is different from the giddy entrepreneurs of the 1980s. Many of them, John Ashworth at Colordot for example, came and went in a matter of years but Kirkham has built up a business slowly over a quarter of a century.

Meeting this multi-multi-millionaire is a disarming experience. He talks directly, banter marred only by incessant assertions of his own high moral sense. "The one person I am accountable to is me. If I can satisfy myself I can satisfy everyone else," he says.

According to his own ethical code there was nothing wrong with paying himself a tax-efficient fortune before the flotation - he sought and followed the best professional advice.

When it comes to the merchandise manager and his drinking habits, Kirkham asserts: "I care about people so much it hurts. We will support him as much as possible. I look at the work he's done for the company for the last 19 years. We employ human beings."

Kirkham was born in the little town of Edlington, the only son of a miner. He was a good boy: went to Sunday school, sang in the choir and learnt to be "humble but proper. I was taught not to tell lies, to stand up in buses and to say thank you".

He failed all his O levels, failed to get into the RAF, and suddenly decided to buckle down. He became a sofa salesman, at which he says he was only "run of the mill". Frustrated then at the lack of prospects, he set up his own company, without any capital, in a disused



■ PERSONAL FILE: Graham Kirkham

Born: December 14 1944 in Doncaster
Educated: Malby Grammar School. Left after taking O levels
Career:
1961: First job at Harvey's, furniture retailer in Doncaster
1969: Set up Northern Upholstery
1973: Started producing furniture on Carrington Industrial Estate
1979: Opened first of The Dining Centres, selling dining furniture
1983: Bought DFS Furniture from the receivers
1993: Company floats on the London Stock Exchange

billiard hall, making sofas upstairs and selling them downstairs. Then 23 with a mortgage and two small children, he was quite unbothered by risk: "If people don't contemplate failure, that is a good reason for them to succeed."

He built up the business steadily, opening out-of-town furniture stores and reinvesting all profits. He believes in hard work: he never takes more than a week or two holiday a year, and neither does any of his top management.

His own optimism and drive are obvious; he prides himself on being able to make others feel the same way. "People who have the germ are set alight by my own enthusiasm," he says. His city advisers, whom Kirkham initially thought had never done a day's work in their lives, were shattered by the experience of floating the company. "It was tiring working with him. He has so much energy," says one.

Yet the explanation of how this energetic and ordinary bloke came to build a business worth £300m is elusive. Kirkham reckons there is no single secret to his success: "I always say our margins of 16 per cent are made up of 64 quarters of one per cent."

Among these 64 little bits is the fact that the boss understands every aspect of his business. He has also formed close and longstanding relationships with his suppliers, and has been clever with his marketing. When he opens a

new store he sends a personal invitation to well off potential customers offering them a discount. Viewers of Central and Yorkshire TV can hardly tune in without seeing one of his settees.

Whatever the reasons for his success, Kirkham may find he needs new skills as the boss of a public company. Suppliers speculate that his style will have to change under the steady eye of shareholders and non-executive directors. "Make no mistake this has been run as Kirkham's company. No one makes the decisions except him," says one.

Fewer changes are likely to his lifestyle as a result of his £130m cheque. He already has more money than he knows what to do with - he owns a Georgian mansion and has a serious art collection. He makes the astonishing claim that he has no plans for disposing of the new millions. "I've really not given it any thought," he says.

So if neither he nor his company needs the money, why should he voluntarily clamp his style just to list the shares? Kirkham argues that as his children do not want to go into the business, flotation "just seems appropriate". I remind him that Richard Branson and Alan Sugar regretted going public. He starts to say that Branson and Sugar are just two of hundreds of others. He stops and changes his tack. "Those two guys have got beards and I haven't."

UAP's chairman: a very strong taste for privatisation

THERE are few better connected businessmen in France than Jacques Friedmann, the newly-appointed head of Union des Assurances de Paris, the country's largest insurer and one of the stars on the government's privatisation list.

The UAP chairman is the ear of the two most powerful political figures in France - he is a childhood friend of Jacques Chirac, prime minister in 1986-88, he helped draw up the government's privatisation programme. When Balladur and the right returned to power in March, he found himself performing the same function, albeit on a bigger scale.

Although regarded as a shrewd manager while he was head of Air France between 1987 and 1989 and at previous posts such as his chairmanship of the Compagnie Générale de

Maritime, he has never worked in insurance. At 61, he may have little taste for the intricacies of premiums, risk analysis and reinsurance. Day-to-day management tasks could therefore fall to Didier Pfeiffer, the respected number two at UAP.

But Friedmann does have a taste, a very strong taste, for privatisation. As adviser to Chirac when the latter was prime minister in 1986-88, he helped draw up the government's privatisation programme. When Balladur and the right returned to power in March, he found himself performing the same function, albeit on a bigger scale.

His close links with the top Gaullist politicians will make him a central figure in French industrial policy and the execution of the state's plans to sell 21 publicly-owned groups.

His first task will be to see to the privatisation of UAP itself. He inherits a company in fairly good shape following the effective management of his predecessor, Jean Peyrelède.

In October, Peyrelède concluded a long-running dispute with Suez, the industrial and financial holding company, which gave UAP control of Colonia, the German insurer.

Shortly afterwards, UAP announced first half profits of FF1.69bn (£120m), a rise of 15 per cent over the first six months of 1992, and evidence that the company is on the road to recovery after a dismal performance last year.

With its results on the mend, privatisation of UAP is expected to take place in the first half of next year.

John Riddings

Diplomacy and worry beads

GREECE'S new socialist government has persuaded Nikos Kyriazides, a former executive director of the IMF, to come out of retirement to take on the newly created post of debt manager at the finance ministry, writes Kerin Hope.

Greece's domestic debt, now at over 120 per cent of GDP, is ballooning to Latin American proportions. This is partly the result of a previous socialist government's over-generous pension policies in the 1980s. But it also reflects the outgoing conservative government's failure to reach this year's revenue targets because the Greeks could not be persuaded to pay more income tax.

Kyriazides, 66, a former deputy governor of the Bank of Greece, should be the right man for the job. During his tenure at the IMF, he had much to do with the debt restructuring carried out for Brazil, Mexico and Argentina.

And when it comes to talking to the European Commission, he can draw on his experience as chief Greek negotiator in the run-up to Greece joining the Community. And then there are the diplomatic skills picked up while serving as Greek ambassador to London between 1982 and 1986, his last job under a socialist administration. He learnt his economics

at Oxford and the University of Chicago.

Kyriazides, one of the few Greek bankers who still flings a string of worry beads while he talks, sounds confident that he can find a way of restructuring part of the Dr5000bn (£20bn) owed by the government to Greece's commercial banks that will meet with EC approval. But he is leaving nothing to chance. His worry beads are blue, the colour that in Greek eyes brings good luck.

Germans' turn at Europay

KURT EICHOLTZ, who was dismissed from the board of Commerzbank in May, is to be the new chairman of Europay International, the Brussels-based group formed last year by the merger of Eurocard and eurocheque, writes Katharina Campbell.

Richter, 54, will chair the board which is comprised of senior executives from 17 member countries including eastern Europe. It is effectively a non-executive role and he will work on average a little more than one day a week.

He replaces Bernard van Eijk, a 64-year-old Dutchman who played a leading role in the Eurocard/eurocheque merger completed in September 1992. The organisation, whose biggest competitor is Visa international, claims to be the biggest card group in Europe with some 60m cardholders.

Van Wauwe highlights Richter's varied international experience as well as his grasp of English, Spanish and French. "He has been selected and his appointment has been agreed by the whole German banking community," he adds.

While Van Wauwe contends that it was "the unique" who insisted on Richter's departure, Commerzbank says it was the decision of the whole supervisory board. Although the bank lost sizeable sums in lending to the likes of Olympia & York, it was decided to establish accountability in the Hafia case because of the size of the exposure to a company that was not a worldwide industry leader. Richter was the board member with area responsibility for Scotland.

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Theatre/Malcolm Rutherford

A spectacular Perestroika

Like Proust or Anthony Powell's sequence of novels, *A Dance to the Music of Time*, Tony Kushner's epic play *Angels in America* is not something you should begin in the middle. You should also remember the subtitle: This is a *Gay Fantasia on National Themes*, not the history of America. Even so, there is a lot of American history in this riveting seven-hour drama.

Part One, *Millennium Approaches*, opened on the Royal National Theatre's Cottesloe stage in January last year, and was magnificent. It has now been revived as splendidly as ever. It is accompanied by Part Two, *Perestroika*, which initially at least is a disappointment. That is a view which one rapidly revises as the play goes on. By the end, the whole of *Angels in America* is a wonderful theatrical achievement.

One of the problems with Part Two, as Kushner admits, is that he thought of the title before he wrote the piece: "I had this wild-eyed notion that Gorbachev was going to make the world a different place and bring about the advent of democratic socialism," he has said in an interview. The real perestroika has not quite worked out like that, but Kushner kept the title because Gorbachev claimed that his job was simply "to make change irreversible".

Keeping the Soviet background leads to a strange opening. *Perestroika* begins with a speech by the last surviving Bolshevik in the Kremlin in 1986. It is delivered by Harry Town, the same actor who starts Part One as an American rabbi at an obscure funeral. Any attempt at parallelism between American and Russian history is quickly abandoned. There are some later references to Chernobyl (as reported to America by the World Service of the BBC) but for the most we return to the original characters.

The surprise here is that the two principal victims of AIDS in *Millennium Approaches* are still alive. Indeed, apart from the Russian interlude, Part Two picks up more or less where Part One left off. There is a trip to heaven as Per-



From funeral US rabbi to Russian agitator: Harry Town plays the last surviving Bolshevik in the Kremlin in 1986

troika goes on, but it seems to be on a return ticket, and even at the end one of the AIDS sufferers survives with the hope of another five years. No-one can say that Kushner is a pessimist; he even includes the New World Symphony.

What do they do all the time? They talk, make love, fall out, then talk again. Apart

from the state of America, *Angels* has three main subjects. One is AIDS, another is Roy Cohn, an adviser to Senator McCarthy who died of the disease in 1986, and the third is religion in general and Mormonism in particular. The common thread is homosexuality.

Here was the most rabid right-winger of the lot, claiming to have been responsible for sending the Rosenbergs to the electric chair, exposed as a homosexual with a disease than had then scarcely been identified.

Few of the lovers are monogamous. A gay black nurse called Belize (Joseph Mydell) shows how easy it is to come and go. There are also sub-strands involving the Mor-

mon's pill-popping wife and mother. All of these parts are superbly acted.

Cohn is magnificently played in both parts by David Schofield. The young Mormon who has no difficulty in sleeping with him is Daniel Craig. But this is a complex set of relationships, almost as if several plays were going on at once. At the heart of it is the affair between Prior Walter (Stephen Dillane) and Louis ("my friends call me Louise"), the lover played by Jason Isaacs, who abandons Walter when the latter's AIDS is discovered. The scene at the end of Part One where they walk together is almost unbearably moving.

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mon's pill-popping wife and mother. All of these parts are superbly acted.

Yet it is really the subject that makes *Angels* work. It is the nature of the dialogue and the quick shifting from one scene to another. Kushner is a master of one-liners, moving from quotations from Shakespeare to popular songs within the same sentence. Even in the most intense episodes, there is a burst of wit. The staging of some of the set pieces is spectacular. Note the smart restaurant scene when Cohn is trying to persuade his Mormon friend to commit perjury, and a similar scene at a bar. The immaculate direction is by Declan Donnellan and the design by Nick Ormerod.

In repertory, Cottesloe Theatre, (071) 928 2252

Architecture/Colin Amery

Designs of a romantic hero

There is a famous still from a movie of Gary Cooper, standing full profile before a soaring skyscraper, looking firmly into the future. *The Fountainhead* was made in 1949 from the novel by Ayn Rand, which sold five million copies. Its hero was an architect, Howard Roark, a young genius who pits his wits and skills against the conventions of the New York establishment. Gary Cooper played the part to the hilt. The film, like Ayn Rand's work, novel *Atlas Shrugged*, extols rugged individualism, powerful egotism and all refusals to compromise. Her hero was probably based on the American architect, Frank Lloyd Wright, who certainly saw the architect's role as that of the powerful single minded genius.

Sir Norman Foster is an architect who shares with the hero of *The Fountainhead* that taciturn virility and confi-

dence. His quiet conviction that his designs are rational and logical is impressive. He is also convinced that architecture is a product of individual genius and that compromises are to be avoided. A visit to his London office reveals that while undoubtedly a top architect, he is also aware that posterity may see him as a crassly romantic - a man who wants to change the world.

In this year's Financial Times Architecture Award Sir Norman's office has two runners in the short list: the University Library at Cranfield; and Stansted Airport in Essex, which represent just a fraction of the work of this international practice. In the pipeline there are a quite remarkable number of major projects. The new Canary Wharf underground station will be the best reason for the expansion of the Jubilee line, and the Imperial War Museum exhibition

hangar at Duxford will be a dazzling example of appropriate technology. Then there are three new international headquarters for major companies - Agip, Obumsha and Sanofi - a new law library for the Cambridge Institute of Criminology as well as the new Nap laboratories for the same city; the new Commerzbank in Frankfurt; in Berlin the new Reichstag; in Nimes the Carré D'art; in Frejus the new Lycee; in Rotterdam the Marine Safety Simulator; in Nendrum the business promotion park; and in Corsica a timber framed house for a private client.

If the Governor of Hong Kong can keep things on an even keel, Sir Norman's design for the large new airport at Chek Lap Kok will be one of the finest new airports in the world. In Valencia the design for the new conference centre is well underway, and in the City of London the new offices

at Tower Place for Bowring is currently in for planning consideration. Sir Norman has been unafraid to add to a listed building - a house in Chelsea designed in the 1930s by Manselsohn and Chermayeff - enhancing the original. In Omaha, Nebraska his firm is adding a wing to the Joslyn Art Museum; and the results are still awaited for the competition for a new Gallery of Scottish art in Glasgow.

The hero of *The Fountainhead* would have been fascinated that one architect could change so much of the world. Foster's office gives some clues. Visitors enter and walk up a grand, gentle granite staircase and the office itself is a young architect's dream. Beneath a high glass wall with amazing views of the Thames are ranks of architects and technicians. Howard Roark would have enjoyed this elevated position: you feel as though the team below could well be drawing up designs for some great spaceship to take us all to the moon or beyond.

For the best of Foster's work in the UK, go to Stansted Airport and then to the Sainsbury Centre at the University of East Anglia in Norwich. The extension to the Sainsbury Wing is a cool triumph. To enjoy Foster more intimately, the Royal Academy's Sackler Galleries show how well he can fit an older context.

It will be fascinating to see what Foster does in the FT Award on November 29. Meanwhile, he should be appointed designer of the new Tate Gallery Museum of Modern Art, convert the Bankside Power Station into a home for contemporary art (like the Los Angeles Museum of Contemporary Art, in warehouses converted by Frank Gehry), and build a gallery for modern art on the Vauxhall site.

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In his 19th year Mozart was

already an international veteran of opera-composition, but he was back in Salzburg and opportunities to write operas were painfully scarce. He longed to do so, as letters attest; and when this one came his way, as a *pique d'occasion* on an already matched text by Metastasio, the Habsburg court - he seized it to produce music of a progressively deepening warmth that lifts the experience far above pastoral politeness. At its heart is the aria "L'amero, saro costante", a reverie for the twin voices of the soprano-castrato hero and solo violin as raptly tander as anything he ever wrote.

Depth and warmth the work

may possess, in abundance, but it is still essentially an exercise in style - which in any modern revival needs either careful re-creation or else stringent reassessment. Jeune coyne of the sort the Opera North director, David McVicar (also designer, in tandem with Frank Higgins), foists on the *serenata* structure is fatal.

During the overture, puppets

prance larkily on the bottom edge of the front-cloth, blocking out any possibility of

actual listening to the music; the whoops-a-daisy treatment of the shepherd and shepherdess hero and heroine, attended

most significant Wagnerian performer on stage, accrues a controlled stillness and depth unmatched elsewhere.

This is not *Lohengrin* as postmodernist lecture-demonstration, but its qualities encourage the audience-member to come to grips with the work in all its rich and problematic aspects. Without Mr Elder, who has matured into a Wagner conductor of genuine and palpable authority, one suspects that the hero would have to be comprehensively loosened. Nothing in the shaping or pacing of the work drew attention to itself equally, nothing dragged or sagged. The transitional middle-point of the middle act, a perious moment of possible *Lohengrin* sedum, was sustained as firmly as the previous Elsa-Ortrud encounter had been.

Even then, however,

the sure intelligence of Tim Albery's production still exerted itself in multifarious fascinating ways. In line with the best of this remarkable director's work the recent *Opera North Don Carlos*, say, or ENO *Budd and Grimes*, the modernity of the vision is remarkably un-prescriptive.

The setting, with its economical yet architecturally forceful outlines, evocative of stony, sculptured texture, bold restriction of colour, sensitive gradation of light by Jean Kalman, master of his craft, and carefully controlled massed groupings, permits response on many levels ancient and modern, "mythic" and analytic, narratively straightforward and psychologically probing.

The simple pleasures of the opera are not scorned: the slow build-up of tableaux, episodic pictorialism, romantic alternations of light and dark. (There's even a real dove.) Neither are the thought-provoking ambiguities: the choreographic embodiment of the swan and final resurrection of Elsa's young brother show as much. The treatment of the main characters is as reverberant as the experience of the principals will allow, which means that the Outfit of Linda Finnie, the

mezzo, is exercised to its limits: the effect is dangerous, but in the event thrilling.

Malcolm Donnelly's Telramund is sound workaday, Christopher Booth-Jones's Herald admirable. The clear, sensible new translation by Amanda Holden adds greatly to the vividness of the performance, although a handful of bêtises remain to be sorted out.

ENO at the London Coliseum: in repertory until December 28; sponsored by Friends of ENO

Opera/Max Loppert

Intelligent Lohengrin melds potent myths

English National Opera's new *Lohengrin* is the company's first since 1971. The work is hard to bring off: an emphatically proportioned Grand Opera fairytale about the eternal battle between Good and Evil beneath whose surface Wagner has melded several potent myths dealing with the role of the artist in society, the relationship of the sexes and - relieved through Freudian eyes - the development of the individual psyche.

I suspect that now it is harder to bring off than ever, in a television-influenced age, suspicious of notions of Elsila's feminine innocence and Lohengrin-like spotless chivalry, a television-dominated age out of tune with musical spaciousness and steady-paced unfolding and vocally a post-heroic age widely deprived of the type of Wagner voices (broad-spangled, truly metred, pure and shining of timbre) on

which so much of the opera's peculiar atmosphere depends.

So the notable success of this new production lies in its nice balance, simplicity and many-sidedness in the dramatic handling, a precise musical flow established by the conductor, Mark Elder, which enables the drama to work up a powerful, impressive, long-lasting resonance. This achievement is more than the sum of its parts, as probably an ENO *Lohengrin* is always likely to be: the orchestral playing and choral singing solid and finely prepared but lacking the last ounces of radiance; the casting more on "house" than international considerations; the final design made perhaps even plainer than intended by economic stringency here and there; one senses that an extra £10,000 added to the budget would have come in mighty useful.

And yet in the first two acts

the simple pleasures of the opera are not scorned: the slow build-up of tableaux, episodic pictorialism, romantic alternations of light and dark. (There's even a real dove.) Neither are the thought-provoking ambiguities: the choreographic embodiment of the swan and final resurrection of Elsa's young brother show as much. The treatment of the main characters is as reverberant as the experience of the principals will allow, which means that the Outfit of Linda Finnie, the

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Samuel Brittan

An enigma behind the UK recovery

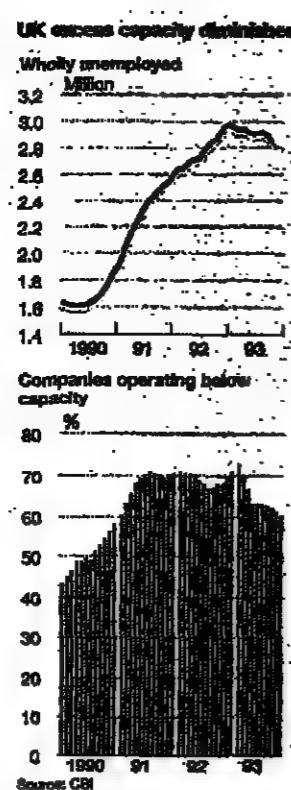


The old proverb says that every grey cloud has a silver lining. The British, however, are good at seeing the grey lining around every silver cloud. There is thus a resistance to seeing how good the recent economic news has been in a recession-beaten world. For instance, the surprise October fall in the retail prices index took the index so far below what was expected that it has given a downward push to the inflation trend.

Students of the inflation process must get used to three inflation measures. There is the "headline" RPI rate, heavily distorted by the timing of mortgage rate changes and which now stands at the unrealistically low rate of 1.4 per cent, year on year. Then there is the official measure of the underlying RPI rate, which excludes mortgage interest and stands at 2.8 per cent.

Finally there is the core rate which attempts to remove other temporary disturbances, such as those caused by indirect tax changes. How to measure the core is controversial. But an estimate by Michael Saunders of Salomon Brothers puts it at 2.8 per cent too. Taking into account the increases in value added tax in the pipeline and assuming a further small increase in excise duties, Saunders expects the underlying rate to rise briefly next summer to a couple of decimal points above the official 4 per cent target ceiling; but he expects the core rate not to rise much above 3 per cent.

This downward pressure on prices reflects a more competitive atmosphere than that normally brought about by a slack economy. The RPI indices are supported by pay settlements, which are the lowest since the Confederation of British Industry databank started in 1977. Earnings increases due to third-quarter pay awards in manufacturing are estimated at 1.3 per cent. In services they are 2.8 per cent, a fall from the previous quarter. The CBI esti-



mates are corroborated by official figures showing recorded earnings increases for September down to 3 per cent.

UK pay per unit of output is actually down on a year ago compared with 6 per cent increases in both Japan and Germany. Only the US is increasing its competitiveness more rapidly than the UK.

To cap it all, lower inflation has been accompanied – contrary to what might be expected at this stage of the cycle – by falling unemployment. The Chancellor, Mr Kenneth Clarke, will be free to argue in his Budget next week either that the economy is now doing so well he can afford a tax increase, or that it is strong enough to withstand such an increase.

But having celebrated the good news, an economic analyst should want to dig deeper.

No man whose mind is alive and active... can keep his political and spiritual opinions, much less his philosophical consciousness, at a standstill for a quarter of a century...

– George Bernard Shaw in *The Perfect Wagnerite* (1888)

In particular, he should ask about the present upturn; is it vigorous enough to reduce the gap between actual and potential output? Or is it so feeble that the gap is getting larger and depression intensifying?

Official output figures still suggest the latter. Non-oil gross domestic product rose by well under 2 per cent in the year to the third quarter of 1993. This is below the most conservative estimate of the growth of capacity and fits in with the popular impression of a modest and patchy recovery.

How can this be reconciled with falling unemployment and rapidly rising productivity? The most optimistic explanation is that the upturn is stronger than realised. The pessimistic explanation is that productivity gains are being overstated because of inadequate allowance, for instance, for the increasing numbers of part-time workers.

It will be some time before there is enough data for a full explanation. The fact that unused capacity, as measured by the CBI survey, is declining along with unemployment, makes it look as if there is a genuine reduction in the margin of slack.

The best guess is that the productivity of workers using existing capacity is indeed increasing rapidly, but at the same time there is inadequate capacity to support a true recovery. In other words, capacity shortages will recur while there are still large resources of unused labour.

Some industrialists will wail, in conjunction with the Labour party, to fix the capacity problem by government hand-outs for investment, a "business plan for Britain" and so on. A more reflective person would look at the inhibitions discouraging businessmen from extending capacity, as distinct from just making it more cost saving.

The remedy probably lies in still more flexible labour markets, plus more topping up of social security payments to workers of low earning capacity. Low pay and some dole are better than no pay and no work.

I realise this runs directly counter to spirit of the times.

President Clinton is in power, not President Reagan.

In the early 1980s, there were high hopes for monetarism and markets.

The pendulum has since swung back in favour of interventionist policies. Keynes's critique of classical economics is again taken seriously – especially in Britain.

Various forces – some external, some internal – have contributed to my change of heart. The most significant political event of this past half-century is the demise of communism and central planning.

This has occurred not just in the former Soviet Union and eastern Europe but in Asia, where China is moving toward a market system, and in most of the rest of the developing world.

China has opted to replace

the market. For all its chronic social problems, America's smoothly-running market economy offers a sturdier ladder of opportunity than Britain's. There is plenty of old money around. But the link between wealth and social class is far less pronounced: if somebody is wealthy, the presumption is that they worked for it. There is a greater sense of optimism, a deeper confidence that free enterprise, for all its imperfections, will reward ability and hard work.

Britain might have developed US attitudes if Gladstonean liberals had been able to resist the intellectual advance of socialism. If the Liberal party had seen off the challenge from Labour and retained its commitment to free trade and free markets, political power might have been sawed between two parties broadly committed to free enterprise. The Liberals could

have played the role of Americans

on Democrats – a role which the Labour party could yet play with distinction.

Looking back, I can see that gut hostility to market forces came naturally to sons of my generation. I was, after all, raised in a welfare state. I enjoyed "free" state education (at university as well as school) and "free" state health care. I took for granted the government's right not only to steer the economy but to regulate the whole of society. I had no interest in industry or commerce. Entrepreneurship? The profit motive? These were concepts dismissed with disdain by the intellectuals I admired.

I had what I would now describe as a "hang-up" about social justice. Since our needs are similar, shouldn't we have roughly equal incomes? Why?

This society must provide an ample safety net for the poor,

but surely the left's obsessive desire to redistribute incomes reflects a crass materialism, or

How Uncle Sam won over a sceptic



MICHAEL PROWER
on
AMERICA

bureaucrats by markets.

The relevance of the global collapse of communism for the advanced industrial economies can be endlessly debated. Since the west rejected full-blown central planning and stuck with parliamentary democracy, many people conclude we have nothing to learn from events in Russia, Poland or China.

This strikes me as less than intellectually honest. In the days before the fall of the Berlin Wall many western economists greatly exaggerated the success of economic planning and suggested that, with a different political regime, it could provide a viable alternative to capitalism. We now know better.

Communism was a logical extension of 19th-century socialist ideas. People like Shaw believed in state ownership of the means of production, in the elimination of the profit motive and in a near-complete equalisation of incomes. The failure of socialism as a national economic system ought to make us more sceptical of applying similar principles on a smaller scale within industrial democracies.

On a personal note, leaving Britain in 1980 before the economy imploded, has left me in a less pessimistic frame of mind than many UK commentators. Nothing fuels hostility to market forces more effectively than a depression. When unemployment is high, the well-intentioned naturally resent against the apparent waste and cruelty of the market system. Had I lived through the latest UK recession, which was much deeper than the US downturn, I would be more receptive to anti-market rhetoric.

But living in the US has illuminated some of the virtues of the market. For all its chronic social problems, America's smoothly-running market economy offers a sturdier ladder of opportunity than Britain's. There is plenty of old money around. But the link between wealth and social class is far less pronounced: if somebody is wealthy, the presumption is that they worked for it. There is a greater sense of optimism, a deeper confidence that free enterprise, for all its imperfections, will reward ability and hard work.

Britain might have developed US attitudes if Gladstonean liberals had been able to resist the intellectual advance of socialism. If the Liberal party had seen off the challenge from Labour and retained its commitment to free trade and free markets, political power might have been sawed between two parties broadly committed to free enterprise. The Liberals could

have played the role of Americans

on Democrats – a role which the Labour party could yet play with distinction.

Looking back, I can see that gut hostility to market forces came naturally to sons of my generation. I was, after all, raised in a welfare state. I enjoyed "free" state education (at university as well as school) and "free" state health care. I took for granted the government's right not only to steer the economy but to regulate the whole of society. I had no interest in industry or commerce. Entrepreneurship? The profit motive? These were concepts dismissed with disdain by the intellectuals I admired.

I had what I would now describe as a "hang-up" about social justice. Since our needs are similar, shouldn't we have roughly equal incomes? Why?

This society must provide an ample safety net for the poor,

but surely the left's obsessive

desire to redistribute incomes reflects a crass materialism, or



worse still, sheer envy of the good fortune of others.

Nobody is qualified (not even a parliamentary majority) to judge what income their neighbour deserves. The beauty of a market system is that judgments of worth are not required: in the absence of artificial barriers to competition, what we get will usually be determined by the usefulness of our services to others.

Unfortunately, market forces remain deeply unpopular. The terminology is certainly unhelpful. "Market" sounds hideously impersonal, while "forces" conjure up images of authoritarian repression. Why should any society subject itself to an unnatural discipline?

To appreciate the market you have to consider its nature more carefully. It is not something external forced on us. It is: it is simply the sum total of free exchanges between individuals. It is the only genuine form of social co-operation because no exchange occurs unless each party expects to benefit.

Of course, our "voting power" on the market is not equal because our incomes differ. But the combined voting power of ordinary people vastly exceeds that of rich elites, which is why snobs so dislike commercial television. And in the market we get to vote several times a day, not once every four or five years. And we are voting on specific issues rather than consigning virtually limitless powers to a bunch of politicians.

Millions of people cannot physically co-ordinate their decisions except through the market. The only alternative to the market is thus the transfer of power to bureaucratic elites, nominally supervised by their parliamentary masters.

Do such opinions make me a conservative? I would say, emphatically, no. Somebody who advocates more competition and more reliance on market forces is no friend of vested interests or the status quo.

Today's true conservatives are the people who have learned nothing from the 20th century, the people whose attitudes and actions distantly echo the arguments of 19th-century Fabian socialists such as Shaw. Indeed, given his optimistic temperament and commitment to human progress, I am confident that had Shaw been born in 1986, rather than 1856, he would not be a Shavian. He would be waving the market banner.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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IMF rules for loans to Russia a 'cop-out'

From Mr Jeffrey D Sacks

Sir, Mr John Odling-Smees's defence of the International Monetary Fund role in Russia (Letters, November 17) includes three dubious propositions that, taken together, help to account for the IMF's very limited achievements in the former Soviet Union.

First, Mr Odling-Smees claims that the IMF staff are in "close contact" with Russia at this crucial juncture. In fact, aside from a couple of resident representatives, there is no IMF team currently in Russia. The IMF work such as it is, is conducted by telephone from Washington, and by brief flights. When the IMF is actually ready to negotiate, it will insist on a prior fact-finding mission that will absorb several weeks before the start of actual negotiations. The Russians are thereby left without in-depth IMF technical assistance in planning 1994 policies. Worse, under the IMF's standard operating procedures, Russia will

not see another IMF loan disbursement for several months.

Second, Mr Odling-Smees takes it for granted that Russia's failure to stabilise is proof that the IMF is right to withhold its lending. The IMF simply cannot understand that by withholding its own loans at crucial points, it has gravely weakened the chances for successful stabilisation. When a drowning man is 10 metres from shore, the IMF throws a 5 metre life-line, content that it has met the drowning man half way.

Third, Mr Odling-Smees asserts that it will lend money when "the Russian authorities as a whole are in a position to commit themselves to and implement, on a sustained basis, a strong adjustment programme". This IMF standard is a cop-out, and more often than not a bureaucratic excuse for inaction. In a deep crisis, reformers can never prove exactly that they are in a position to sustain a strong programme;

they win their reforms step by step, with successes leading to further successes. This was true for Schucht in 1923, Erdhard in 1948, Salinas in 1988, Balcerowicz in 1990, and Cavallo in 1991. The IMF must lend when the chances are good, not perfect, recognising that its own loans can help to tilt the balance.

Mr Odling-Smees neglects the very reasons that make IMF negotiations in Moscow so critical at this juncture. Since the breakthrough to new elections, the reformers have had a strong hand. They have eliminated all subsidised credits; they have ended budget subsidies on agricultural procurement; they have ended artificial write-offs of inter-enterprise arrears; they have taken over control of credit policy from the wayward central bank; they have instituted a bold land privatisation programme; and they have adopted a tough monetary programme that if combined with

western assistance, would be good if there is adequate western assistance.

Given that several weeks will be needed to conclude a loan agreement, preparations should already be under way in Moscow. IMF funds could be disbursed early in 1994 in the event the reformers triumph in the elections and are able to launch a stabilisation programme at the start of the new year. If conditions prove inauspicious, there will be opportunity enough to hold back.

Jeffrey D Sacks,
Harvard University,
Department of Economics,
Cambridge, Massachusetts, US

Way to run a railway

From Mr Noel Clarke

Sir, Your article on European high speed rail ("Next chapter of the railway children", November 18) is a timely reminder of the social and environmental arguments for an efficient integrated European railway system. By implication it also highlights, sadly, the catalogue of failures – technical, political and commercial – to come to grips with this issue in the UK.

A view I have held for some time – and judging from a limited poll, a not too outrageous one either – would be to hand over British Rail to SNCF, the French state rail system, in return for the French government handing over Air France to British Airways. Both governments would get rid of an unprofitable investment, would be able to claim a positive step towards European integration, and, best of all, put these businesses into the hands of those apparently better able to manage them.

Noel Clarke,
managing director,
Capital Markets Partners,
29 Parliament Hill,
London NW3 2TU

A contrast in environmental values

From Mr Ryotaro Kameoka

Sir, I read with interest David Lascalle's comparison of the way Oxford and Freiburg manage their environmental and traffic problems (Business and the Environment, November 17). If I try and read between the lines, I see a number of contrasting approaches to the way we value the environment.

1. Is Oxford's privatisation strategy a better one? I feel

that a market-oriented valuation of the environment is more sustainable because Freiburg's subsidisation only adds to unwanted budget deficits.

2. Is Freiburg's high level of community control sustainable? Heavy subsidisation adds up to higher costs, and if it continues, there may be a lasting risk of Germany having a relatively high inflation rate.

3. Is Oxford's environmental pricing likely to gain wider

acceptance? The majority, I suspect, still need Freiburg's inflationary market. But the global market and European currency competition must be systematically deterring the inflationary market.

Ryotaro Kameoka,
JP Morgan Trust Bank,
16 New Kokusai Building,
3-1 Marunouchi,
Chiyoda-ku,
Tokyo 100,
Japan

tant in making this assessment to recognise that there are fundamental differences between commercial agents and distributors which will have an impact on this choice.

In particular, it is of course possible to set the price at which commercial agents will sell goods on behalf of a principal. Distributors, on the other hand, must be free to sell at whatever price they think appropriate. It would be illegal under resale price maintenance laws to provide otherwise.

Other factors which need to be taken into account are the impact of general competition

law, which in the UK treats agents and distributors very differently, and the creditworthiness of a distributor responsible for buying and paying for goods in its own right.

The new agency rules will certainly make life more difficult for principals, and in some ways remind one of the laws regulating employees. However agents do have advantages and there are a number of factors which need to be weighed in the balance before moving to distribution arrangements.

Clive Davies,
D F Freeman,
43 Fetter Lane,
London EC4V 1NA

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Monday November 22 1993

Decision time for Thorp

Within weeks, or even perhaps days, the government is likely to tell British Nuclear Fuels whether it can press the start button at Thorp, its nuclear reprocessing plant at Sellafield. The decision, one of the most controversial facing the government, seems almost certain to be yes: ministers have already said they are "minded" to grant a licence. Once Thorp starts to re-process fuel, there will be no turning back. The plant will be radioactive, and subject to hefty decommissioning costs.

The alternative to approval is a further public inquiry, which could last more than a year. But BNFL claims this would be tantamount to abandoning Thorp, as foreign customers would walk away to French rivals. Continuing uncertainty over Thorp would also complicate and perhaps even endanger the government's planned review of nuclear power.

So far as the government is concerned, the only outstanding issue is Thorp's financial viability. A public consultation early this year concluded that its radioactive emissions would not pose a significant threat to health or the environment. But in going through a further round of consultations, the government has acknowledged the concern that pressing ahead with Thorp could land the UK taxpayer with a larger bill than staying the project now.

Dry storage

Since the government approved Thorp's construction in 1977, the arguments for reprocessing used nuclear fuel rods have diminished. The alternative of "dry storage" - containing the waste without further treatment - may now be cheaper. Scottish Nuclear, one of Thorp's UK customers, wants to switch to dry storage for part of its waste, arguing that it could save millions of pounds a year. Thorp's critics have questioned whether BNFL's overseas customers, notably the Japanese and German utilities, might make the same choice.

BNFL says not. At the start of the second consultation, it published projections claiming that the UK would lose at least £300m by abandoning Thorp and switching to dry storage. Foreign customers were not only keen for Thorp to start, but were locked in with tight penalty clauses, it argued.

Russia and its neighbours

When President Boris Yeltsin suggested, earlier this year, that the UN should grant Russia "special powers" to guarantee peace and stability in the former Soviet Union, he got a frosty reception outside his own country. Since then, public debate in the west has focused on Russia's internal affairs. Is Mr Yeltsin a democrat? What are the chances of real economic reform? These have been the central preoccupations of both analysts and decision-makers.

No doubt that is correct. In the long run a democratic, market-oriented Russia would be a far more congenial and constructive member of the much-touted "international community" than one that relapsed into dictatorship and state control. But that does not mean foreign policy is perfect so long as Mr Yeltsin remains in power, still less that western governments should ignore it. Indeed, they are now being invited to take an interest in it by the Russian foreign minister, Mr Andrei Kozyrev, who has revived Mr Yeltsin's proposal in more diplomatic language.

Instability

Mr Kozyrev points out that many of Russia's southern neighbours are wracked by internal conflicts and two (Armenia and Azerbaijan) are at war with each other. Russia, he says, cannot ignore such widespread instability on its borders, or its effect on the 25m ethnic Russians who now live as minorities in non-Russian states. Russia is blamed for not paying its share of the cost of peacekeeping operations elsewhere in the world, while other powers, already stretched and befuddled by Bosnia and Somalia, are clearly reluctant to do much about similar problems in the former Soviet Union. There Russia, joined sometimes by other members of the Commonwealth of Independent States, is willing to do the job, but looks to the UN for political and financial support. And Mr Kozyrev concludes in a seductive *sotto voce*, his own ministry would specially welcome UN involvement, as a way of strengthening civilian control over the Russian forces deployed.

The worst way for western governments to react to these overtures would be to ignore them.

Her Majesty's ambassador to Saudi Arabia, Mr David Gore-Booth, paced the marbled floor of Jeddah Hama Palace in shock: "That was incredible, astonishing, unprecedented."

It was well after 2am and King Fahd, Custodian of the two Holy Mosques and head of the House of Saud, had just left in one of his favourite, old Mercedes limousines after lengthy talks with Prince Charles, heir to the British throne.

The king had already turned convention and protocol on its head with his last-minute decision to meet the prince on his arrival from Riyadh. The conversation, lubricated with glasses of carrot and kiwi fruit juice, began with the inevitable pleasantries about families and ambassadors but quickly moved up a gear.

Shortly before his recent, week-long trip to the Middle East, Prince Charles had publicly attacked the regime of Saddam Hussein and called for closer understanding between the world of Islam and the west. He was highly tickled by reports that his words had triggered a fall in the Iraqi dinar.

King Fahd, the first of his many Middle East hosts, was appreciative of the speech, expressing unqualified admiration and respect for his visitor. Mr Gore-Booth is not a man to wear his emotions on his sleeve. But the ambassador, casting diplomatic restraint into the hot, night air, was gob-smacked.

King Fahd's message of gratitude was to be repeated *ad infinitum* as the prince - no longer part of the world's most famous royal double-act - progressed across a region where royalty still counts. Here, royal families not only dispense patronage but award commercial contracts carrying billion-dollar tags; here a British prince can pack the sort of punch which often eludes him at home.

His arrival in Saudi Arabia set the tone for a hectic tour of duty run at a ridiculous pace. But despite the flag-waving and flummery which enveloped the royal visit, there was a serious sub-plot. Prince Charles had come to bat for Britain.

Increasingly, his trips abroad are being carefully constructed to maximise commercial spin-off for British companies. According to one of the prince's team: "Their function has changed; he is not wheeled out as a zoo exhibit."

The prince himself is not worried that his unique position is being used to help trade, hoping instead that it "filters down to benefit our own companies". Indeed, he believes he is under-exploited and is desperately keen for Whitehall to do something about it. He was bemused because there had been a row over the availability of his VC10 for the Middle East trip. A minor, inter-departmental skirmish, maybe, but he believed it demonstrated the low priority given by Whitehall to such visits.

The prince has already made one behind-the-scenes attempt to enlist the help of government in devising a co-ordinated strategy for using him and his foreign excursions to best effect in selling Britain.

An invitation eight years ago from Kensington Palace to representatives of ministries and trade bodies to consider the issue came to nothing. It floundered, he believes, in an atmosphere of national short-termism which he thinks still persists and on the inability of government to orchestrate initiatives across departments.

"Things can be properly co-ordinated in Wales and Scotland because each has only one secretary of state. Why can't it be done for the nation as a whole?" he inquires.

Now that ministers, particularly in the Department of Trade and Industry, have given exports a high political priority, the prince's office wants to try again to build more effective links with government departments to maximise the value of royal missions. One side says:

"Parts of Whitehall still see royal visits in an anachronistic way. A certain amount of re-education is required and is under way."

It is impossible to evaluate the commercial contribution of a 45-year-old trainee head of state who



The heir to the British throne believes he could be used more effectively in promoting UK plc, writes Michael Cassell

A prince captured



Paintings by Toby Ward. Prince Charles's travelling artist: the prince with Saudi Arabia's Crown Prince Abdullah (top); and arriving in Jubail

cannot return home with signed contracts in a crested briefcase. But, merely by virtue of who he is, he can forge personal relationships which can lead to commercial alliances. As another member of his inner-circle puts it: "He can cut ribbons and unveil any number of plaques. But much more importantly, he can open doors."

The prince is the first to acknowledge the difficulty in assessing his value in this respect. On his visits abroad, he says he wants to develop his role as "a cultural and commercial emissary", acting on behalf of a country for which he cares deeply but which he believes often under-sells itself. He regularly alludes to the way some of Britain's European competitors beat their own drums more effectively than UK plc.

His influence is now felt overseas through organisations such as the business leaders' forum, the newest of his business-led charities which is aimed at getting British companies to help the development of emerging economies. In spite of the endless suggestions that the heir to the throne is emerging from his *annus horribilis* to search a newly-defined role, he insists it has never changed. Whether his value is perceived to be as great elsewhere, given his recent personal traumas, remains open to question.

The idea I am searching to redefine my job is rot. It is just that, since the day I got married, people have chosen to ignore the things I continue to do day in and day out."

The Prince of Wales has been starring in what he concedes has been a "soap opera", from which, so far, it has been impossible to escape. His eyebrows rise in exasperation at the alternative, tabloid agenda which usually chooses to neglect his best endeavours in favour of what he sees as irrelevant, sometimes malicious, trivia.

None of this may cut much ice with those who believe the royal family is an expensive irrelevance whose time has past. The critics' convictions will only have been reinforced by the distractions of the past few years.

In Kuwait, the prince's men were again forced on to the defensive, trying to keep newspaper reporters away from excited, expatriate schoolchildren in case journalists asked them loaded questions to embarrass their special visitor. Later, there was despair at newspaper stories claiming the prince had made a "gaffe" by talking to a French Mirage pilot at the Dubai air show. British princes, it seems, are only supposed to talk to British compa-

nies. Prince Charles now hopes, perhaps in vain, that he can begin to refocus public attention on his serious role and on a broad range of issues - such as inner cities and architecture. The growing personal support team which operates from roomy offices overlooking Ambassadors' Court at St James' share his objectives. Those closest to him say he is a "driven man", determined to fulfil a role which has never been written down and which he has largely created for himself. His determined sense of purpose sometimes provokes an ill-tempered outburst against those who might see

things differently.

In spite of the pressures, he is healthy, despite a nagging, polo-induced back injury which has left him with an uneasy gait. He needs little sleep, though the contemplative calm of a church service in Kuwait brought on obstinately heavy eyelids which threatened to hand the tabloids another headline.

Before returning to London, he stole a few, private hours in the sunshine at King Hussein's seaside palace in Aqaba, most of them spent ploughing through the pile of official papers at his side. Such commitment, he pleads, would not be shared by the sort of international playboy he could have been.

There was no time for play as the prince criss-crossed Saudi Arabia and the United Arab Emirates, taking coffee and sweetmeats with kings, crown princes and prime ministers. Whatever the cynics might say, the British companies he called on last week were in no doubt that the visit was worth the prince's weight in riyals.

Mr Peter Marshall, managing director of John Brown Engineering, was among the royal visitor's hosts when he called in on the £20m Ibn Zahr plastics plant project at Jubail, in Saudi Arabia's east coast province.

Did it help? "Are you kidding? You can't put a value on his visit. It brought together some very influential people and helped reinforce the idea of British commitment to the region." Mr Marshall will shortly return to Jubail, where he is told the visit has helped to create the right climate to carry forward negotiations on another £110m project.

On the other side of the kingdom, in Jeddah, Mr Patrick Arnold, chairman of the local British business men's group gave the same message.

Competition here is tough. But there is a lot of pro-British sentiment and this visit is a tremendous confidence booster for UK companies.

British ambassadors, who once

might have measured the success of their royal visits by the size of

their cocktail parties, believe the

prince's commercial value is exceptional. Mr William Fullerton, the Foreign Office's man in Kuwait, says there have been three recent trade missions from the UK and that the prince's visit will mean continuing goodwill towards visiting groups. The prince's Arab hosts think likewise. Dr Jasim Mohammed Alansari, commercial director for the development of the industrial city of Jubail, says: "The prince's visit will directly help British companies in their fight for work."

Despite such endorsements, the team at St James' believes that much more can be done. The prince's latest visit, for example, proved immensely more effective because of his earlier speech.

He cannot always have on hand a weighty address relevant to the interests of his hosts, but the idea of more thoroughly preparing the ground, perhaps through linked ministerial visits, is one to be more fully explored. Another way of heightening the impact of his trips could be to orchestrate immediate follow-up business missions able to exploit the warm glow left in the wake of royalty.

There is in place a system to help devise and plan missions for members of the royal family, overseen by the royal visits committee, chaired by Sir Robin Butler, cabinet secretary. The Foreign Office, which picks up the bills for overseas royal visits but which gives such expenditure low priority, plays a pivotal role in drawing up an annual programme and advising on who goes where.

The DTI, which has tiny resources, also plays a part. Its UK-based market intelligence operation provides pre-trip briefings and, for the prince's Gulf trip, helped organise a seminar in Saudi Arabia on energy and the environment.

But Gen Sir Peter de la Billière, commander of British forces during the Gulf war, who accompanied the prince around the region, believes like others in the Royal circle - that a more all-encompassing, strategic approach designed to make the best of every British asset is needed.

Sir Peter, a director of Flemings, the London-based merchant bank which has built a permanent presence in the region, is clear about the prince's special value: "There are some very heavy-hitters in the business world out here, particularly the Americans. Royalty can provide a very effective counter-weight to that sort of approach."

There was no doubt that Prince Charles had a magnetic effect on his royal hosts during his visit. But that reaction is highly unlikely to be repeated so easily when he meets a more cynical public in republican-leaning Australia in January. The commercial benefits there may be a lot more elusive.

In Saudi Arabia and the Emirates, cavalcades of limousines conveyed guests to the gangway of Her Majesty's yacht Britannia, where they were entertained to a modest dinner devised as a simple antidote to the excesses of the banquets on shore.

As the Royal Marines played selections from Smetana and Strauss, British businessmen chatted with royalty, politicians and their own counterparts from the world of commerce.

Britannia is five years younger than the prince and, with nearly 1m miles on the clock, its future is at the mercy of a Whitehall machine which doubts its value and needs to cut costs. Now, perhaps too late, the vessel is increasingly being made available for commercial use - last week it was at the centre of Indo-British week in Bombay. Back in Abu Dhabi, as dinner on board ended and guests prepared to watch the marines "beating the retreat", an astonished Arab guest learned of the yacht's uncertain future.

Sheikh Khalifa Muhairy, chairman of the Abu Dhabi Investment Authority, was incredulous. "You are mad. It is a unique advertisement for your country. How can its future be in doubt?"

If the Prince of Wales had overheard the question being asked of the 40ft yacht, he might have been forgiven for thinking it had been directed at the House of Windsor itself.

OBSERVER



The demise of the Soviet Union, the fall of Thatcher, the end of apartheid - Nostradamus failed to predict any of them

Macleod's day

■ Meantime it did not take long to spot the odd man out at the summit: Hamish Macleod, 53-year-old Scottish civil servant, can scarcely have expected to be rubbing shoulders so informally with the leaders of 40 per cent of the world's population when he was appointed to Hong Kong's financial secretary.

However as all three Chinas - China, Taiwan and Hong Kong - are members of Apec it was politic only for one to send its head of government. So Macleod, a mild-mannered St Andrews graduate who has worked his way up the Hong Kong government since joining as an administrative officer in 1985, was sent as Hong Kong's "economic leader".

Australian Mr Evans believes it is only a matter of time before Apec moves to "three adjectives and a noun: Asia-Pacific Economic Community." But the word "community" has ruffled many Apec feathers.

Ms Rafidah Aziz, Malaysia's minister for international trade and industry, said the group was already a "community with a small 'c'", but that she had no desire to capitalise the word.

Fred Bergstein, the US economist in charge of a group of eminent persons drafting a vision for Apec's future, then had to convince Apec ministers that although his group's report spoke Community with a

capital C, it was not proposing the creation of another European Community.

Tribal warfare

■ The Economist, redoubtable weekly magazine that it is, always adopts a lofty tone in its leader columns, dismissive with great vigour any idea it finds absurd.

So it cannot complain too much if it occasionally gets the same sort of treatment itself. Take last Friday's outburst by ex-prime minister Sir Edward Heath at a conference in Luxembourg. Sir Edward dismissed John Major's recent European vision article in *The Economist* as "ghastly", and when complained that the magazine had not allowed him to write a serious rejoinder.

But presumably that request was only a jest, since he ended by dismissing the mag as "not read at all in Britain, sparsely read in Europe, and mainly a coffee table paper in America".

Gone fishing

■ So now we know what Sir Derek Alun-Jones, the deposed boss of troubled Ferranti, did with part of his near £500,000 golden handshake. The Independent on

latest - and perhaps oddest - political figure who may seek its help is former Nigerian president General Ibrahim Babangida.

Babangida stood down in August after eight years in charge, but at 52 he seems too young for permanent retirement. He now lives in some splendour in his home town of Minna, but his aspirations for statesmanship appear to be resurging, now that his erstwhile right hand man, General Sani Abacha, has got rid of the interim government, led by civilians but backed by the military.

Word is that Babangida may be prepared to pay handsomely for the top-notch marketing advice available from the likes of Saatchi, to smooth the path for a possible comeback when elections are held in a few years' time.

Back to basics

■ A terrifying new professional standard is being proposed for Britain's bean-counters by the Auditing Practices Board. SAS 210 pronounces that auditors must get to know the business they examine sufficiently well to understand the practices that might have a significant effect on the financial statements.

It seems that there has been no such standard in the UK up till now. No wonder all these companies keep collapsing without a peep from the auditors.



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Monday November 22 1993

Middleton in final plea for Merrett

By Richard Lapper in London

A spokesman said yesterday that Lloyd's was concerned to ensure continuity for existing policyholders and that the interests of members are safeguarded.

A "steering group" consisting of Mr Middleton and other senior figures will co-ordinate the activities of the Lloyd's Corporation - which administers and regulates the market - and Lloyd's agents.

Mr Keeling replaced Mr Stephen Merrett, chairman of the Merrett Group, as deputy chairman of the Lloyd's market in August.

As well as 418 and 1067 the group had aimed to manage four other syndicates - 178, 332, 1038 and 1184 - next year.

They could now be transferred to other agencies, leaving the group dependent on its income from insurance services business including Miller Knight, the loss adjusters, BII, an insurance investigations business, the Merrett Health Risk Management, and BCS, a specialist run-off company.

Meanwhile three Merrett executives who resigned on Friday are to join Zurich Re, the Swiss reinsurance company. Mr Dennis Purkiss, former group chief executive of Merrett, will become chief executive officer while Mr Ken Barrett and Mr Stewart Ladlam, underwriters of 1067 and 418's non-marine business respectively, will join the Zurich underwriting team.



Peter Middleton: wants Lloyd's agents to back Merrett syndicates

Forte may sell KFC stake

By Michael Skapinker, Leisure Industries Correspondent

1990 loss-making year. A spokesman said yesterday that Lloyd's was concerned to ensure continuity for existing policyholders and that the interests of members are safeguarded.

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restaurants in the UK. Of these, 84 are directly owned by the Forte/PepsiCo joint venture and 220 are franchised.

Forte has been keen to sell its stake for some time as part of its drive to concentrate on its core hotel and restaurants business.

Kentucky Fried Chicken has suffered from price competition from other fast food outlets. Forte does not provide separate figures for Kentucky

Fried Chicken, but it said last September that the chain's sales fell in the six months to July 31 this year.

This was in contrast to the restaurants division as a whole, where profits grew by 18 per cent to £50m on sales up 15 per cent to £255m.

In addition to Kentucky Fried Chicken, Forte owns the Welcome Break, Happy Eater and Little Chef roadside restaurant chains.

Last December, it bought the Relais autoroute restaurant chain in France from Accor, the French hotel group.

Forte is believed to have had less luck finding a buyer for its Harvester restaurant chain which it put up for sale earlier this year.

The group had indicated that it hoped to sell the chain for more than £120m. It is believed, however, that offers received so far have been for £110m or less.

It is now thought to be holding out for a higher price.

• The Forte airport services division, which is to be floated early next year, will be called the Alpha Airports Group.

Mr Paul Harrison, managing director of the division, said: "The name Alpha was chosen because it signifies 'beginning' in Greek and is also appropriate, being the first letter of the aviators' alphabet."

Paul Betts explains why four European airlines abandoned the Alcazar project

Dream of freedom turns into a prison

Alcazar yesterday turned into Alcazar for four European medium-sized airlines. KLM, Royal Dutch Airlines, Scandinavian Airlines System (SAS), Swissair and Austrian Airlines had attempted for the past seven months to merge their operations to create a "fourth force" in the European aviation industry to compete against the big three European airlines: British Airways, Lufthansa of Germany and Air France.

The four airlines picked on the name of Alcazar, the Spanish for a Moorish fortress, because their intent was to create a new fortress airline system in Europe to defend themselves against the increasing consolidation and globalisation of the European airline industry.

Until a few weeks ago, it seemed the four carriers were close to agreement. They managed to compromise on several complex issues including the valuation of assets, headquarters location for the new joint airline company and the joint management structure.

But at the end of the day it was the new partnership's American connection which transformed the ambitious venture into a prison which, like Alcazar, was impossible to escape.

Mr Jan Carlson, the former SAS president, warned two weeks ago that the choice of a US airline partner was "the only real large question that can still endanger Alcazar".

A partnership with a US carrier has become one of the critical aspects of any global alliance.

ance by a European carrier or group of airlines. But the problem for the Alcazar partners had been made all the more difficult because three of the carriers had already established ties with US airlines: KLM with Northwest, Swissair with Delta Air Lines and SAS with Continental.

Until yesterday, financial advisers to the four airlines felt that the US partnership issue was in many respects less complex than the other problems the carriers had managed to resolve over the past

"It boiled down to KLM versus the rest"

few months of hectic negotiations. Indeed, bankers had calculated that co-operation in Europe would account for most of the \$1bn benefits the alliance was expected to provide with the US partner playing a relatively minor role.

In the last few days, the scene appears to have been narrowed down to a simple choice with KLM insisting on its US partner, Northwest, while the other three airlines favoured a link with Delta, in which Sabena has a 5 per cent cross-equity stake.

"It boiled down to KLM versus the rest on the US partner issue," one source close to the negotiations said yesterday.

KLM, which owns a 20 per cent stake in Northwest's parent, Wings Holdings, argued that Northwest offered strategic advantages to Alcazar

largely because of the recent US "open skies" deal with the Netherlands.

But Swissair said Northwest was too weak financially and its US network, based around its hubs of Minneapolis and Detroit, was considerably less attractive than Delta's deeper reach in the domestic US market.

Until yesterday, financial

advisers to the four airlines felt that the US partnership issue was in many respects less complex than the other problems the carriers had managed to resolve over the past

KLM, however, was worried that Delta's main European hub at Frankfurt would rival the hubs of the Alcazar partners in Amsterdam, Zurich, Copenhagen and Vienna. But the other partners argued that Delta's strong presence in Frankfurt, rather than competing against their hubs, would enhance their position in Europe by strengthening their presence in the large German market. They also felt that if KLM got its way, the partnership would be heavily tilted in the Dutch airline's favour with Amsterdam ending up playing the dominant role in the alliance.

The collapse of Alcazar will now force the four airlines to reconsider their longer term plans.

KLM, which failed to form a partnership first with Sabena of Belgium and then with British Airways, has been cutting costs and believes it is now in a better position to face the competitive pressures of airline deregulation and globalisation than two years ago. The Dutch airline also believes it can buy some time to consider new partnerships because the pace of liberalisation in Europe appears to have slowed.

SAS has also restructured its top management and intends

to pursue its cost-cutting drive to return to profitability. But without a strong international partnership, its longer-term future remains clouded.

Swissair has already made it clear that it will need a strong European partner. It already has links with Delta and Singapore Airlines, but the airline needs a big European alliance. Mr Hannes Goetz, Swissair's chairman, recently said if Alcazar failed, Swissair would have to consider a partnership with one of the three big European carriers: EA, Lufthansa or Air France.

As for Austrian, the smallest

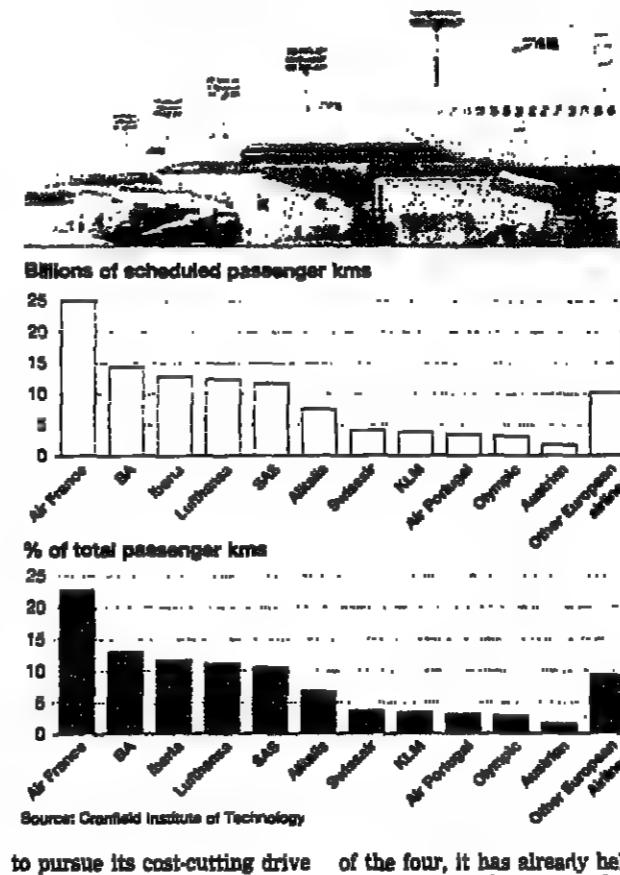
of the four, it has already held talks with Lufthansa and has not ruled out an alliance with Swissair.

The collapse of Alcazar in no

manner suggests a reversal in the current trend of consolidation in the European airline industry.

If it had succeeded, the top six airline groups in Europe would have controlled almost 80 per cent of European airline traffic. But as Professor Rigas Doganis, of Cranfield Institute of Technology, recently put it: "If it does not, another group emerges will emerge. The consequences will be the same."

European airline passenger market



The Markets this week:

Starting on page 17

PETER MARTIN: GLOBAL INVESTOR

The US government is cramming in a lot of fund-raising before Wall Street closes down for Thanksgiving. If the auctions go poorly, what impact will the continuing rise in US long-term interest rates have on the rest of the world's financial markets? Page 17

EDWARD BALL: ECONOMIC EVE

"Therapy without shock" is a tempting slogan for Russian politicians in the run-up to next month's elections. A more gradual approach to reform may have worked in China, but for Russia it is not an option. Page 17

Bonds: Gilt-edged market makers have been asked by the Bank of England whether the UK should have a fully-dedicated bond lending or repurchase (repo) system. Page 18

Equities: In the US, the markets will assess further evidence of economic pick-up with one eye on interest-rate prospects. Page 18

Emerging markets: The passage of NAFTA may not herald a Latin American stock market boom, but it has helped avoid a bust. Page 20

Currencies: After recovering some ground, the D-Mark may come under renewed pressure. Page 20

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OTHER COMPANIES Key day in battle for Paramount

Today is the expiry date for US cable company Viacom's friendly tender offer for Paramount Communications. The entertainment group is also the target of a \$10.5bn hostile bid from QVC Worldwide.

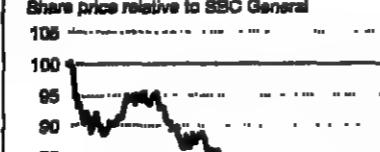
■ Rhône Poulenc: The public offer of shares in the French chemicals and pharmaceuticals group closes tomorrow. Demand for the government's second big privatisation issue has been strong and the offer is expected to be heavily oversubscribed. The price for institutional investors, which is being set by a book-building process, should be announced by Thursday.

■ Thorn EMI: The UK music and rental group announces half-year results on Tuesday, with pre-tax profits expected to be flat at around £105m (£158m) after roughly £10m of exceptional costs. Interest will focus on compact disc pricing, with further questions possible about the US subsidiary Remi-A-Center, which allegedly used unorthodox methods to extract money from late-payers.

■ Philip Morris: The board of the US tobacco and foodgroup board meets on Wednesday to consider restructuring plans aimed at cutting the cost base. It has already warned this will involve a "significant" charge.

■ Nestle: Stock markets around the world will want news of the extent to which the Swiss foods and mineral waters group is coping - or otherwise

Nestle Share price relative to SBC General



- with the global shift by consumers away from higher margin brands. The group, which counts Nescafe and Perrier among its heavyweight brands, makes a progress report on Wednesday at its autumn press conference.

Net profits were 6 per cent ahead half-way through the year, at SF1.25bn on sales little changed.

■ Tate & Lyle: Following a statement in September from the UK sweeteners group, analysts are expecting pre-tax profits of around £220m to be announced on Wednesday for the full-year, against £188.5m. Much of the gain will have come from favourable exchange rates.

■ Commerzbank: Germany's third biggest bank kicks off the sector's reporting season on Thursday with the announcement of 10-month results. It was 15 per cent ahead in the first five months, although partial operating profits - excluding earnings on own-account trading - were static.

Companies in this issue

Badgerline	18	Morgan Stanley	21	Rubberoid	18

COMPANIES AND FINANCE

Direct Line chief sells bonus for one-off £45m

By Richard Lapper
and John Gepper

Mr Peter Wood, the chief executive of Direct Line, the rapidly growing insurance company owned by the Royal Bank of Scotland, is about to swap a multi-million pound remuneration package for a one-off payment of about £45m.

Full details will be disclosed later this week when Direct Line reports its latest figures. The payment is expected to consist of cash and shares in Royal Bank of Scotland. It is understood that Mr Wood will hold the shares for at least five years.

The payment is understood to include remuneration of

about £18m for this year, reflecting the rapid growth of the motor insurer in the past 12 months.

Last year Mr Wood, who founded Direct Line in 1985, received a little more than £2m from his bonus contract which links his annual pay to the rate of asset growth of the insurance company.

The bonus accounted for 26,014,000 of his total emoluments of £5,121,230. The deal was originally agreed in 1988 when Mr Wood sold his 26 per cent stake.

The company was the UK's first telephone-based "direct" insurer, selling motor insurance policies by telephone and has grown rapidly, specialising

in the lower risk end of the market. Earlier this year it announced that it was on course to becoming the country's biggest motor insurer.

Direct Line recently announced its intention to expand into the home insurance market, where it is highly critical of the commission rates charged by building societies, banks and other intermediaries. The group is also testing plans to sell personal loans by telephone.

The company has nearly doubled the number of its motor-insurance customers to 1.25m during the past year. It employs 1,900 people in Croydon, Glasgow, Manchester and Birmingham.

Unscrambling a plate of tangled spaghetti

Andrew Jack examines the highly unusual and complex insolvency of Kweim

It is one of the biggest and most complex insolvencies ever. Last week it moved into a new phase, as creditors voted overwhelmingly for a scheme of arrangement under English law for the Kweim insurance companies.

At stake is the future of five insolvent insurance companies, themselves part of a far wider web owned by London United Investments, which is in administration. Other connected companies include Weavers, the insurance agency now in liquidation.

"This is either the end of the beginning or the beginning of the end," says Mr Chris Hughes, head of insolvency at accountants Coopers & Lybrand and one of the joint provisional liquidators.

Creditors to the different companies may receive initial dividends in the range of 3 per cent to 12 per cent by summer next year, and between 35 per cent and 47 per cent ultimately. But the process of returning the company is likely to take as long as 40 years, as many future claims continue to emerge.

Kweim is short for Kingscote, Walkbrook, El Peso, Lime Street and Mutual Reinsurance, five insurance companies which were created or acquired by LUI since the early 1970s. Most of the business they took on through Weavers was "long-

tail". It was primarily North American insurance and reinsurance for professional and medical indemnity, product liability and directors and officers costs, including legal fees, are £22m. Over the next three years it projects administration costs of £83m (£80m). Mr Hughes argues that the complexities justify the fees.

From the late 1980s, adverse claims rose to the point at which they ceased underwriting new business, and then in 1990 instructed Weavers to stop part of the Kweim scheme

administrator". One of the most time-consuming tasks has been reconstructing the records of the insurance companies in useable form. Many are stored in London warehouses on paper or microfilm. Even those on computer need modifying so each individual policyholder can be identified, previously a detail which only the broker needed.

So far, that has led to the identification of more than 35,000 creditors. It will take many more months for the process to be complete. "We have had to unscramble accounting information that is, crudely put, like a plate of spaghetti," says Mr Hughes.

To help grapple with the logistics of the proposed scheme, Coopers brought in one of its own project management consultants, Mr Jeff Morris. His previous job had been to co-ordinate the relocation of 5,000 Coopers staff as the number of London offices was cut from 18 to three.

He created six teams to work on the preparations behind the scheme, including one to manage and assess Kweim's considerable cash assets of more than \$700m, which it must retain to pay out future claims. The presence of so much money makes Kweim a "highly unusual insolvency".

Another team was geared to explaining the scheme to the

Running down the company is likely to take 40 years as many future claims continue to emerge

paying claims on their behalf. After lengthy negotiations with creditors, the companies entered provisional liquidation in March 1992, except Walkbrook, which entered the procedure in August that year.

Collectively, the Kweim companies have more than \$5bn (£3.5bn) in liabilities. Allowing for current actuarial estimates with a high degree of statistical confidence, the final figure may be as high as \$9.1bn.

Aside from the sheer size of the numbers in the accounts, work on Kweim has presented substantial difficulties. At its peak Coopers was using the equivalent of up to 50 full-time staff.

So far, the firm's fees have exceeded £7.4m, and its total

partly because of creditors' concerns that there would be clashes in objectives if the LUI administrators remained in charge of managing Walkbrook.

Coopers has hired actuaries and accountants from its own practice to provide independent advice on the liabilities and the viability of the scheme. It is also, like the other large accountancy firms, a creditor to the Kweim companies on professional indemnity.

Mr Hughes says: "We have to be sensitive to issues where there might be a conflict." If he believes there is potential tension, he uses Mr Gareth Hughes, an Ernst & Young partner, as "scheme conflicts

NEWS DIGEST

Part-time regional bus service operator, floated in April, has acquired all the issued share capital of Grimsby-Cleethorpes Transport for £4.4m in cash.

In addition, a pre-acquisition dividend of £300,000, financed by Stagecoach, has been paid to the vendors.

IDV agreement with Polymech

International Distillers & Vintners, the drinks arm of Grand Metropolitan, has reached agreement with Polymech, part of the Kilachand Group, to establish a joint venture company to produce, market and distribute IDV brands in India.

ID India, the new company, in which IDV will have a 60 per cent holding, will begin pro-

duction early next year of Smirnoff vodka, Malibu coconut rum, Archer's schnapps and Chelsea gin, and will bottle Spey Royal Scotch whisky.

Pelican flies into the US

Pelican Group, the restaurant concern, is to acquire a US corporation to be named Pelican USA, the assets of which comprise a 50 per cent interest in the Cafe Tu Tu Tango restaurant business, together with \$1m cash, for a consideration of \$2.08m (£1.35m).

Following completion of the deal Mr Robert Earl, who is behind the Planet Hollywood chain and is currently a non-executive director of Pelican, will become an executive director of Pelican USA.

UniChem in £8.9m expansion

UniChem, the pharmaceutical distributor and chemist retailer, is making a recommended £3.6m offer for the Bradford Chemists' Alliance.

BCA is the main wholesale pharmaceutical supplier to 165 pharmacists in and around Bradford. Turnover for the year ended September 1993 was £22m with pre-tax profits of a little more than £1m.

Stagecoach makes £4.4m bus buy

Stagecoach Holdings, the

parent-based regional bus service operator, floated in April, has acquired all the issued share capital of Grimsby-Cleethorpes Transport for £4.4m in cash.

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Boardroom battle at Fife Indmar

By Peggy Hollinger

David Chassels of BDO Binder Hamlyn.

The rebels are claiming that the current management had failed to "make best use of the acquisitions in the last few years", according to Mr Crofts, who made £1.7m earlier this year when he sold his Citylink bus business to National Express.

In the last decade, Fife has diversified from marine engineering into distribution and catering.

The rebels include director Mr Charles McDonald, who

Navan seeks to re-open Bulgarian mine

By Kenneth Gooding,
Mining Correspondent

April 1991 because of unacceptably high levels of arsenic in the copper concentrate (an intermediate material) sold to the nearby smelter at Pirrop.

Navan says it has been able to earn a 25 per cent interest in the mine by demonstrating to the Bulgarian authorities that these environmental problems can be overcome.

A joint venture company, Blmac, with an authorised capital of £1m Bulgarian lev (about £24.5m) has been established to operate the mine and associated facilities. But it will not inherit past liabilities of any kind. Navan will inject about £2.8m into Blmac and directly

own 40 per cent. It has the right to take its stake to 66 per cent. The £2.8m will be used to bring the mine back into production in 1994.

Crossroads Oil loss

USM-quoted Crossroads Oil Group incurred a pre-tax loss of £1.5m for the 18 months to June 30, 1993, as the previous year.

Losses per share were 3.54p (0.8p earnings). No dividend is declared for the period, but the board said it intended to declare a distribution in 1994.

Heavy demand for Badgerline

Demand was heavy for shares in Badgerline, the regional bus company which begins trading on Friday, with the public offer 1.7 times subscribed.

Lazard Brothers, Badgerline's merchant bank, said

22.4m shares had been placed with institutions and other investors, while a further 14.3m was offered to the public at 115p.

Heavy public demand meant that applicants for more than 500 shares would get fewer than requested.

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NOTICE TO SHAREHOLDERS

It was resolved at the Annual General Meeting of the shareholders held in Luxembourg on 17 November 1993 that the following dividends should be paid:

FPI-Fleming Shares Opportunity Fund

A dividend of US\$ 0.05 per share is payable on 30 November 1993 to shareholders of record at 17 November 1993. The shares will be quoted ex-dividend as from 18 November 1993.

FPI-Fleming European Fund

A dividend of US\$ 0.0141 per share is payable on 30 November 1993 to shareholders of record at 17 November 1993. The shares will be quoted ex-dividend as from 18 November 1993.

FPI-Fleming Global Convertible Fund

A dividend of US\$ 0.1352 per share is payable on 30 November 1993 to shareholders of record at 17 November 1993. The shares will be quoted ex-dividend as from 18 November 1993.

FPI-Fleming International Bond Fund

A dividend of US\$ 0.4143 per share is payable on 30 November 1993 to shareholders of record at 17 November 1993. The shares will be quoted ex-dividend as from 18 November 1993.

FPI-Fleming Japanese Fund

A dividend of US\$ 0.3234 per share is payable on 30 November 1993 to shareholders of record at 17 November 1993. The shares will be quoted ex-dividend as from 18 November 1993.

FPI-Fleming United Kingdom Enterprise Fund

A dividend of £0.0176 per share is payable on 30 November 1993 to shareholders of record at 17 November 1993. The shares will be quoted ex-dividend as from 18 November 1993.

FPI-Fleming Latin America Fund

A dividend of US\$ 0.1417 per share is payable on 30 November 1993 to shareholders of record at 17 November 1993. The shares will be quoted ex-dividend as from 18 November 1993.

FPI-Fleming Global Convertible Fund coupon number 1

FPI-Fleming United Kingdom Enterprise Fund coupon number 1

FPI-Fleming Global Convertible Fund coupon number 1

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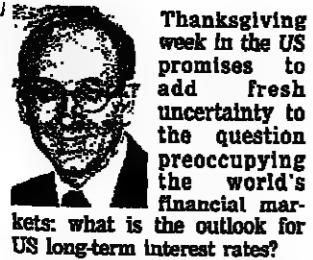
FPI-Fleming Global Convertible Fund coupon number 1</h

The Markets

THIS WEEK

Global Investor / Peter Martin

World's eyes on US interest rates



Thanksgiving week in the US promises to add fresh uncertainty to the question preoccupying the world's financial markets: what is the outlook for US long-term interest rates?

The New York markets will start winding down from Wednesday lunchtime in preparation for Thursday's holiday; many people will stay at home on Friday, too. So the active trading week will only be two days - yet into it, the government plans to cram two bond auctions, for two-year notes and five-year notes.

That means that anyone buying these issues may well be stuck with them until next week - potentially a worry in a market that demonstrated its volatility yet again on Friday.

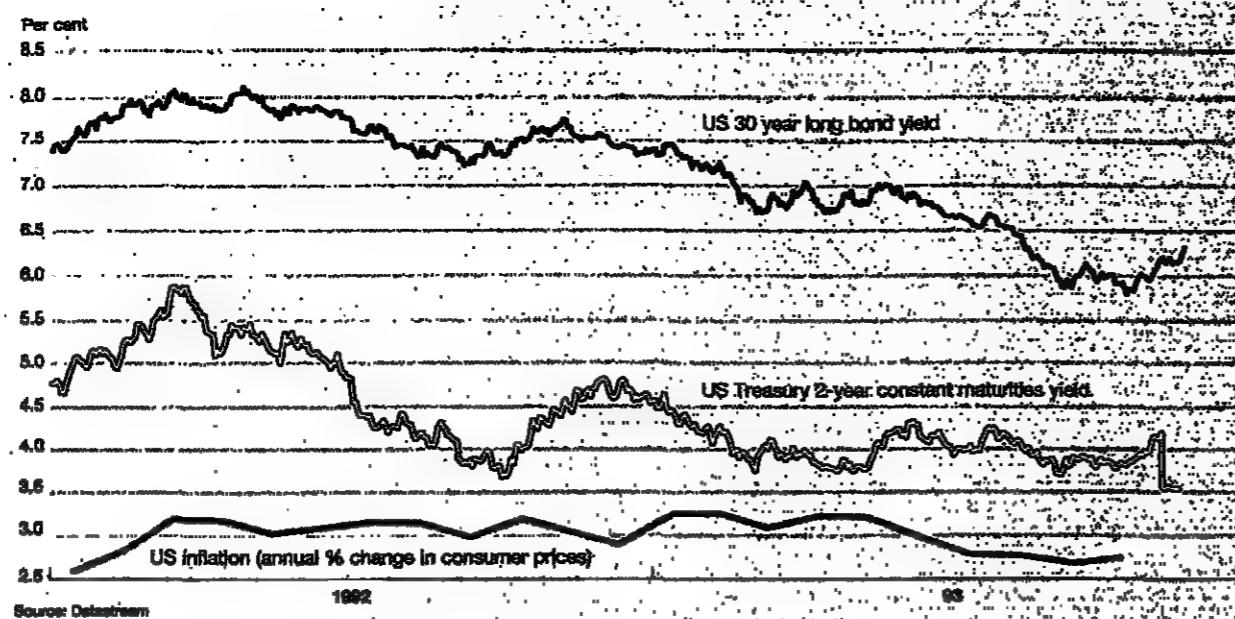
Despite this, the auctions will probably go well; they usually do. The broader issue remains. Has the US bond market moved - as Mr Robert Brusca, of Nikko Securities in New York puts it - from a bear phase of a bull market into a true bear market?

That matters to investors regardless of where they live. A sustained move upwards in long-term US rates would indicate that bond investors fear the return of inflation, suggesting that in the not-too-distant future the Federal Reserve would get the message, too.

The realisation that both short and long-term interest rates were decisively headed upwards in the US would dawn unpleasantly, around the world. In the US equity markets, shares would be damaged by appearing less attractive than bonds or cash.

Overseas, equity and fixed-income markets would lose the psychological prop of a worldwide outlook of falling interest rates and low inflation. Though the economic climate would still indicate lower inter-

The long and not so short of it



Source: Datastream

present, they reeled off tales of double-digit revenue growth in September. Fourth-quarter results will reflect this underlying business strength. A shaky bond market may hurt the valuation of the stock market, but it will do little in the short run to damage the improvement in earnings.

■ Rapid, self-sustaining growth in Asia/Pacific's industrialising economies is one of the investing community's new articles of faith. The television pictures of President Clinton at the Apec economic summit merely confirm the worldwide enthusiasm for equities anywhere in Asia - except Japan.

There's no doubt that this region will be the manufacturing heartland of the world in the coming century. There's also no doubt that the addition of a billion people to the global market economy will have profoundly beneficial results.

Don't expect the process to

be a smooth one, though. In some respects, the global economy in the early 21st century will look a lot like it did in the late 19th century: bumpy. A large, rapidly growing, aggressively export-oriented region will make the world grow faster, true - but it will also provide a lot more shocks.

Look at the description last week, from Courtaulds, the UK chemicals company, of how the Chinese credit squeeze had hit revenues. "Production of acrylics and acetate tow that were previously going to China have been diverted to Europe," said Mr Stipko Huisman, Courtaulds' chief executive. Prices in Europe had suffered; and the viscous market in the US would soon be hurt, too.

China's trend growth will be rapid, but it is unlikely to be stable. Periods of slower growth will leave markets awash with unsold product destined for China; and above-trend growth will push up

worldwide prices, once the global economy recovers.

The growing Asian economies are still a relatively small part of world gross. But their rapid growth and vast populations will make them the world's marginal consumer. And in economics, it's at the margins that things happen.

■ The flood of money into the developing markets of the Asia/Pacific region is only partly driven by economics, of course. It's also driven by one of the great self-reinforcing phenomena of current investing: the concept of a "normal" weighting. Global investors look at the world through the prism of one of the worldwide equity indices, such as the FT Actuaries World Index.

If a market starts to rise rapidly against the rest of the world, its weighting in such indices will rise, because they are weighted by market capitalisation. Global investors will

discover themselves to be suddenly underweight in that market. It wouldn't look good at year-end to be underweight in a market that is performing strongly; perhaps it is time to move back in line? Thus, a rally once begun is self-reinforcing, until some event occurs to reverse its course. The smaller the market, the thinner its trading and the further away it is, the more powerful this cycle.

Western fund managers look down on those who still place their faith in a stock's "momentum". Retail investors and the native markets of the Asia/Pacific rim might use this technique, they say, but no-one with the merest smattering of modern portfolio theory takes it seriously. Yet they have institutionalised such a concept in the name of prudence. Most recently it has led them, with splendid irony, to pour money into the pockets of Pacific rim investors. Did somebody say naïve?

■ The new weekly table alongside caters to the increasing interest in the "total return" of asset classes round the world. Total return captures both the capital appreciation of a security and its income stream (dividends or interest). It thus allows you to compare the return in holding your money in the money market, with that available in bonds of different maturities or equities. The table shows the total return in local currency terms on four asset classes in five countries over the past week, the past month and the year to date.

The growing interest in total returns is partly a result of the worldwide trend towards convergence of tax rates on income and capital gains. Investors are increasingly indifferent as to whether they get their profit from a stock's appreciation or its income stream, and want a measure which captures both.

	US	Japan	Germany	France	Italy	UK
Total return	0.05	0.12	0.13	0.17	0.11	
Interest rate	0.07	0.06	0.06	0.04	0.04	0.05
Equity	0.27	0.30	0.22	0.20	0.12	1.71
Bonds	0.00	0.04	0.04	0.06	0.05	0.06
Real estate	0.00	0.04	0.04	0.06	0.05	0.06
Commodities	0.00	0.04	0.04	0.06	0.05	0.06
Gold	0.00	0.04	0.04	0.06	0.05	0.06
Forex	0.00	0.04	0.04	0.06	0.05	0.06
Corporate bonds	0.00	0.04	0.04	0.06	0.05	0.06
Corporate equities	0.00	0.04	0.04	0.06	0.05	0.06
Government bonds	0.00	0.04	0.04	0.06	0.05	0.06
Government equities	0.00	0.04	0.04	0.06	0.05	0.06
Industrial equities	0.00	0.04	0.04	0.06	0.05	0.06
Small equities	0.00	0.04	0.04	0.06	0.05	0.06
Large equities	0.00	0.04	0.04	0.06	0.05	0.06
Medium equities	0.00	0.04	0.04	0.06	0.05	0.06
Small bonds	0.00	0.04	0.04	0.06	0.05	0.06
Large bonds	0.00	0.04	0.04	0.06	0.05	0.06
Medium bonds	0.00	0.04	0.04	0.06	0.05	0.06
Corporate bonds	0.00	0.04	0.04	0.06	0.05	0.06
Corporate equities	0.00	0.04	0.04	0.06	0.05	0.06
Government bonds	0.00	0.04	0.04	0.06	0.05	0.06
Government equities	0.00	0.04	0.04	0.06	0.05	0.06
Industrial equities	0.00	0.04	0.04	0.06	0.05	0.06
Small equities	0.00	0.04	0.04	0.06	0.05	0.06
Large equities	0.00	0.04	0.04	0.06	0.05	0.06
Medium equities	0.00	0.04	0.04	0.06	0.05	0.06

	US	Japan	Germany	France	Italy	UK
Total return	0.05	0.12	0.13	0.17	0.11	
Interest rate	0.07	0.06	0.06	0.04	0.04	0.05
Equity	0.27	0.30	0.22	0.20	0.12	1.71
Bonds	0.00	0.04	0.04	0.06	0.05	0.06
Real estate	0.00	0.04	0.04	0.06	0.05	0.06
Commodities	0.00	0.04	0.04	0.06	0.05	0.06
Gold	0.00	0.04	0.04	0.06	0.05	0.06
Forex	0.00	0.04	0.04	0.06	0.05	0.06
Corporate bonds	0.00	0.04	0.04	0.06	0.05	0.06
Corporate equities	0.00	0.04	0.04	0.06	0.05	0.06
Government bonds	0.00	0.04	0.04	0.06	0.05	0.06
Government equities	0.00	0.04	0.04	0.06	0.05	0.06
Industrial equities	0.00	0.04	0.04	0.06	0.05	0.06
Small equities	0.00	0.04	0.04	0.06	0.05	0.06
Large equities	0.00	0.04	0.04	0.06	0.05	0.06
Medium equities	0.00	0.04	0.04	0.06	0.05	0.06

	US	Japan	Germany	France	Italy	UK
Total return	0.05	0.12	0.13	0.17	0.11	
Interest rate	0.07	0.06	0.06	0.04	0.04	0.05
Equity	0.27	0.30	0.22	0.20	0.12	1.71
Bonds	0.00	0.04	0.04	0.06	0.05	0.06
Real estate	0.00	0.04	0.04	0.06	0.05	0.06
Commodities	0.00	0.04	0.04	0.06	0.05	0.06
Gold	0.00	0.04	0.04	0.06	0.05	0.06
Forex	0.00	0.04	0.04	0.06	0.05	0.06
Corporate bonds	0.00	0.04	0.04	0.06	0.05	0.06
Corporate equities	0.00	0.04	0.04	0.06	0.05	0.06
Government bonds	0.00	0.04	0.04	0.06	0.05	0.06
Government equities	0.00	0.04	0.04	0.06	0.05	0.06
Industrial equities	0.00	0.04	0.04	0.06	0.05	0.06
Small equities	0.00	0.04	0.04	0.06	0.05	0.06
Large equities	0.00	0.04	0.04	0.06	0.05	0.06
Medium equities	0.00	0.04	0.04			

NEW YORK

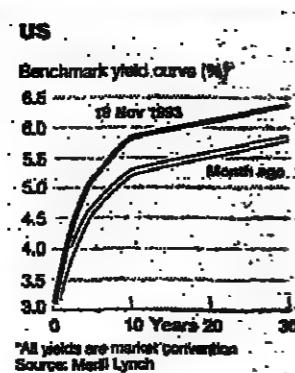
Patrick Harverson

Already reeling because of a string of recent encouraging economic statistics, US bond prices are likely to come under renewed pressure this week from more economic data and an influx of new supply.

The only good news for fixed-income investors is the Thanksgiving holiday, which will shut the market on Thursday and close it early on Friday, at 1pm. They may also be cheered by Monday's release of the latest Federal budget deficit figure, which is expected to show a slight shrinkage in the deficit.

Otherwise, the only notable data is the October durable goods orders report on Wednesday. After September's slight 0.7 per cent rise in durable goods orders, Wall Street is looking for a bigger increase.

With sentiment so gloomy, traders are not looking forward to this week's Treasury auctions, which will add supply to the market at a time when prices are vulnerable.



LONDON

Emma Tucker

Activity in the UK government bond market is likely to be subdued this week as investors wait to see whether Mr Kenneth Clarke, the chancellor, will cut interest rates at or around the time of the Budget on November 30.

The market is fired-up for a base rate cut following last week's encouraging economic data, particularly the small rise in inflation.

This has provided Mr Clarke with a good excuse for easing monetary policy, should he need to sweeten the tax increases which are widely expected to be announced in the Budget.

A good M3 figure in Germany today, and cost of living later this week, may tilt expectations even more firmly behind a UK base rate cut, as markets gear up for a drop in Germany's lending rates.

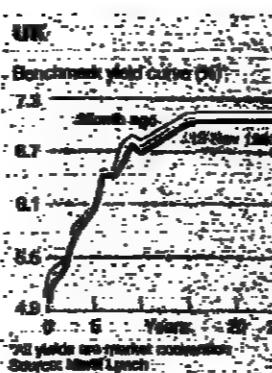
There are few economic data to influence opinion in the UK this week, although on Friday the CBI produces its monthly survey of manufacturing trends.

Last week, the drop in retail price inflation from 1.8 per cent in September to 1.4 per cent in October pushed yields up about a point.

Since then the market has drifted down by about 5 basis points, but it is likely to remain well supported this week against a background of low inflation and the strong expectations for a further easing of base rates.

Today, the Treasury will sell \$17bn in two-year notes (the largest such issue in history), and on Wednesday it will sell \$1bn in five-year notes.

If Friday's fall in prices is carried through into the early part of this week, institutional investors could fear further declines and stay away from the auctions, pushing yields even higher. Thursday's holiday may not come a moment too soon for the bond market.



FRANKFURT

David Waller

The Bundesbank policy-making council meets only twice more this year, on December 2 and December 15. With long bond yields close to a historical low, at 5.85 per cent on Friday, the market is clearly anticipating further decisive rate cuts at one or other of these meetings.

The failure to deliver more than a fractional reduction in the securities repurchase rate after last Thursday's council meeting did nothing to unsettle the optimism. Money supply data published today and inflation figures for four states later this week will be closely scrutinised to see whether the optimism is justified.

The market expects growth in October M3 of 6.3 to 6.7 per cent on an annualised, seasonally adjusted basis, compared with the Bundesbank's target of 4.5 to 6.5 per cent for the year. Inflation data from Baden-Württemberg, North-Rhine Westphalia, Hesse



and Bavaria are also likely to be positive.

Two factors weigh against the optimism. First is the Bundesbank's lack of surprise: everybody is taking a rate cut for granted, so it is likely to want to disappoint them. Second is the influence of the US bond market: investors are becoming wary of the possibility of US interest rate rises. This has unsettled US bond prices and could spill over into the bond market.

TOKYO

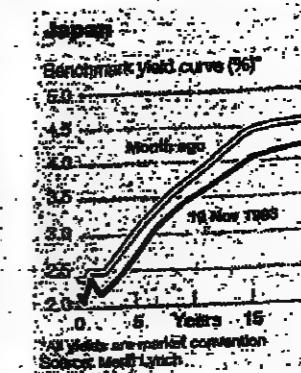
Emiko Terazono

The Japanese government bond market is likely to move in a narrow range this week, with investors focusing on evidence of further economic weakening and the size of a prospective income tax cut.

Investors have become wary of the recent fall in the yield on the No.149 10-year benchmark, to below the 3.5 per cent level. An increasing number last week tried to avert the risk of profit-taking by buying put options, or contracts giving the holder the "right to sell".

However, increasing pessimism over an economic recovery is likely to support lower interest rates.

One concern for bond investors is the size of the income tax cut, which Mr Morihiro Hosokawa, the prime minister, pledged over the weekend. The tax advisory committee to the government last week proposed an income tax cut funded by an increase in consumption taxes. But the government is likely to



implement an early tax cut to boost the faltering economy, financed by government bonds, until consumption tax is increased.

Traders believe a tax cut of Y10,000 to Y8,000 one year ahead of any consumption tax hike will be unlikely to affect supply and demand but a cut over Y10,000, two to three years ahead of a consumption tax increase will be bad news for the bond market.

Capital & Credit / Sara Webb

Bank may bow to Gemms on repos

One by one, the various gilt-edged market makers (or Gemms) have been called in to see the Bank of England in recent weeks and invited to give their views on whether the UK should have a fully-fledged bond lending or repurchase (repo) system.

Two years ago, such an approach by the Bank would have seemed inconceivable. It was widely felt by the securities houses, especially those with active repo deals in other government bonds, that the Bank had a strong aversion to an open repo market.

Yet in the space of two years, the pressure has built up for an open repo market and the Bank's willingness to listen to Gemms' views on the pros and cons of such a system suggests it is genuinely open-minded on this matter.

Those who have told the Bank their views believe that an open repo market is inevitable: it is simply a question of time and the determination to overcome certain obstacles, such as the regulation of a

repo market and implications for the taxation of dividends.

Gemms have enjoyed a privileged position for several years. Because of their requirement to make two-way prices under all market conditions, they need to be able to borrow gilt-edged stock to complete their sales. This they do through Stock Exchange Money Brokers, specialist intermediaries who borrow the gilts from approved lenders, such as large institutions.

Increasingly, market participants have argued that the Gemms' privilege should be extended to others: through repos, holders of gilts would be able to sell them for cash for an agreed period of time, at the end of which they would buy them back at an agreed price.

Such arrangements exist for US, French and German government bonds, and there are many investors and securities houses who would like to see a similar arrangement for UK government debt.

Those in favour of an open

gilts market calculate that am investor might be able to reduce his borrowing cost quite considerably. He might, for example, pay 50 basis points over Libor to finance his position unsecured, but could reduce it to 10-15 basis points over Libor on a secured basis.

Those who are in favour of having a repo market argue that the inability to "repo-out" stock has deterred many investors, particularly those in the US who are accustomed to the freedom to "repo-out" their US treasury bond holdings.

If these investors could be wooed into the gilt market by the presence of a repo facility, they argue, it would encourage more investors to participate in the market, which in turn would mean lower borrowing costs for the government.

Not everyone agrees on this point. It is not entirely clear which investors have steered clear of gilts for this reason, given that the gilt market has shown a considerable rally over the last two years and produced bumper returns for investors.

One Gemm calculates that an investor might be able to

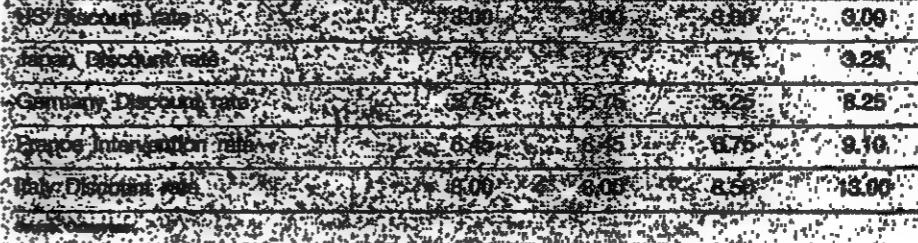
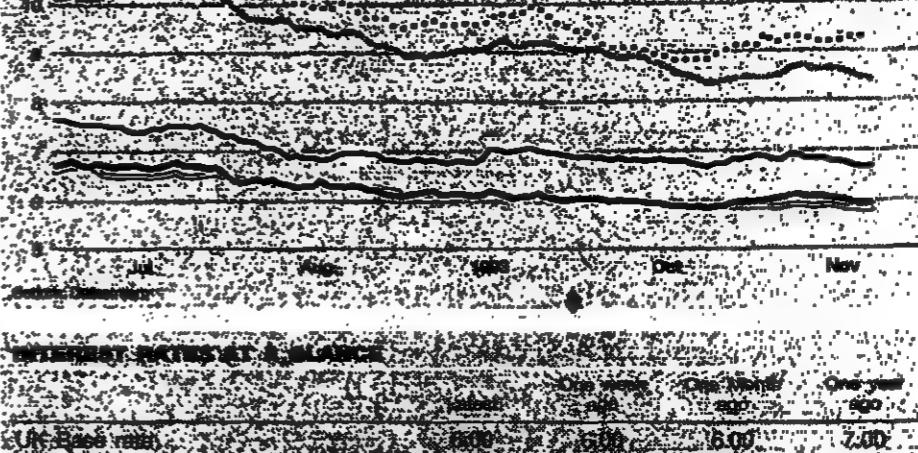
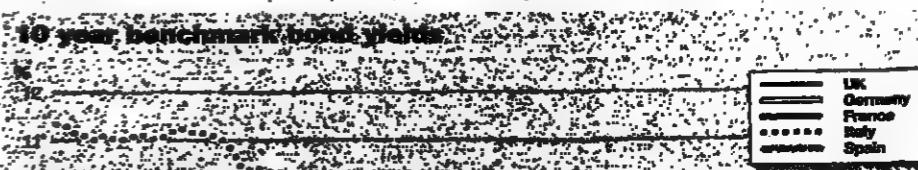
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While the Bank recognises



This announcement appears as a matter of record only

Leaders in M&A and Equity Financings for South African Companies

Bookrunning lead-manager for Liberty Life Association of Africa Limited



Liberty Life raised US\$134 million in its euro-equity offering October 1992

Bookrunning lead-manager for Sappi Limited



Sappi raised US\$236 million in its international equity offering June 1992

Financial adviser to Royal Corporation Limited



Del Monte Foods International Limited has been acquired by Royal Foods Limited for £345 million December 1992

Financial adviser to Anglo American Corporation of South Africa Limited



Anglo American Corporation transferred the major part of its international assets to Minorco Société Anonyme for US\$1.4 billion September 1992

International / Antonia Sharpe

Germany considers long-dated sector

The Republic of Austria's successful DM2bn offering of 30-year Eurobonds last week, which prompted a flood of long-dated issuance by six German states, has raised the possibility that the German government could follow suit.

There is clearly strong demand for long-dated D-Mark bonds, especially outside Germany. International interest was such that Austria's issue was increased on Friday by DM500m from DM150m.

Excluding Austria's offering, just over DM3bn worth of bonds with maturities of more than 10 years emerged last week through a combination of 30-year bonds and 20-year bonds puttable after 10 years.

The sudden rush of long-dated paper and a perception that some issues were too tightly priced has resulted in this new market reaching saturation point sooner than many syndicate managers had hoped.

However, they are confident the overhang of paper will be absorbed fairly quickly, which will enable other highly-rated

borrowers to raise long-term financing at the current low interest rates.

Deutsche Postbank, Germany's post office which set up a DM2bn medium-term note programme last week, is expected to raise DM500m via a 30-year bond issue this week.

The bonds are likely to be priced to yield around 70 basis points over 10-year German government bonds (bunds).

The pricing of 30-year D-Mark bonds is more art than a science due to the lack of benchmarks beyond 10 years.

The yield spread on Austria's bonds was calculated by using the yield differential between 10-year and 30-year Dutch and French government bonds, a mechanism devised by JP Morgan when it arranged a DM1.5bn offering of 15-year Eurobonds for LKB Baden-Württemberg Finance in August, the first offering with this maturity in the D-Mark sector.

So long as there is no 30-year bund, Austria's offering will be seen as the benchmark against

which future issues will be priced.

Syndicate managers hope it will not be long before the German government does so, since this would provide the liquidity and credibility which most investors require.

The German government has experience in this area. In 1986, Germany's low inflation rate prompted the government to issue two DM10bn offerings of 30-year

bonds.

They became illiquid as a change in market conditions dissuaded the government from issuing more long-dated paper and concentrate instead on issuing 10-year bonds.

The German finance ministry has declined to comment on whether the government will resume its issuance of bonds with maturities of more than 10 years.

The government is thought to be seriously considering the option but is put off by two main factors: uncertainty about how well the market could absorb large issues of 30-year bonds (a bond issue totals around DM10bn these days) and the lack of a relevant futures contract.

Nevertheless, the desire to conform could well encourage the German government to overlook these problems.

Italy has become the latest European sovereign borrower to issue 30-year debt and Spain will make its first issue of 15-year bonds in December.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount	Maturity	Coupon	Price	Yield %	Length spread bp	Book runner
Denmark	DM100m	Dec 1992	4.4%	100.00	-	-	Yamada Bank
Deutsche Postbank	DM2,000m	Jan 1993	5.25	99.428	7.554 +0.02 (7/25-25)	Yamada Bank	
Germany	DM1,000m	Nov 1992	7.00	98.500	7.004 +0.10 (7/25-25)	HSBC Bank MC/ASB	
Spain	ES1,000m	Dec 1992	5.25	100.00	-	-	Deutsche Bank
Sweden	SEK1,000m	Dec 1992	5.25	100.00	-	-	Deutsche Bank
United Kingdom	£1,000m	Dec 1992	5.25	100.00	-	-	Deutsche Bank
Yugoslavia	YU1,000m	Dec 1992	5.25	100.00	-	-	Deutsche Bank
Austria	AT1,000m	Dec 1992	5.25	100.00	-	-	Deutsche Bank
Belgium	BE1,000m	Dec 1992	5.25	100.00	-	-	Deutsche Bank
Finland	FI1,000m	Dec 1992	5.25	100.00</			

EMERGING MARKETS: This week

The Emerging Investor/ Stephen Fidler

Primary beneficiaries of the passage of Nafta

The passage of the North American Free Trade Agreement may not herald a Latin American stock market boom, but it sure helped avoid a bust. A collapse of the agreement would have battered the Mexican stock market and the other Latin American markets would have suffered in its wake.

Worse, for longer-term market prospects, it would have threatened the Mexican government's economic strategy. Many economists believed capital outflows from Mexico after Nafta's demise would have made a devaluation difficult to avoid.

A Mexican devaluation would have worried holders of the Argentine peso, whose parity with the US dollar is the bedrock of Argentina's anti-inflation strategy. Economic problems would probably have engulfed Latin America's second economy - Mexico - and third - Argentina.

The largest economy - Brazil - meanwhile is so preoccupied with domestic political and economic difficulties that Nafta's failure would hardly have registered. The Brazilian market rallied last week, not because of Nafta, but because many Brazilians see it as the best place to hold capital in the face of the shock economic programme they now view as likely.

Of course, Nafta guarantees nothing. As investors were reminded on Friday as the US

stock and bond markets tumbled, continued flows of capital from the US into Latin American markets depend to a large part on investors avoiding panic at the prospect. These two countries are most like Mexico in terms of economic policy, and have inflation more or less under control. In trade terms, both have much less to gain from Nafta than Mexico. Only about 14 per cent of Argentina's exports go to the US, and 17 per cent of Chile's, compared with 70 per cent of Mexico's and 23 per cent of Brazil's. Yet the reduced risk of a reversal of economic strategy with Nafta on the cards is viewed by analysts as definitely helping flows to the stock market.

Mr Geoffrey Dennis, head of emerging markets equity research at Bear Stearns in New York, sees the price to earnings multiple of the Buenos Aires market falling from 18 this year to 14 next. The benefits of corporate restructuring brought about by the country's economic programme should begin to flow through to earnings in 1994 as well.

It should reinforce incentives, she and others suggest, for Latin governments to continue to pursue free trade and market-oriented economic policies. Yet in stock market terms, the impact of Nafta's passage will be far from equal across the hemisphere.

Most observers believe that two markets, other than Mexico's, will be the primary beneficiaries: Argentina and Chile. More peripheral markets such as Colombia and Peru may also benefit, some reckon.

But most analysts think Venezuela or Brazil have little to gain, and Brazil might even be a loser. Chile and Argentina have

been identified by US officials, in that order, as the next candidates to join Nafta, and both governments are clearly interested in the prospect. These two countries are most like Mexico in terms of economic policy, and have inflation more or less under control. In trade terms, both have much less to gain from Nafta than Mexico. Only about 14 per cent of

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Index	Friday's value	BARING SECURITIES EMERGING MARKETS INDICES			Year to date movement	
		Week on week movement	Actual	Percent		
World	136.53	+0.34	+1.76	+0.20	+7.26	+34.47
Latin America						+34.11
Argentina	102.27	-3.84	-3.61	+11.82	+13.07	+28.01
Brazil	122.23	+6.17	+6.11	-12.26	-3.12	+44.32
Chile	124.51	-2.08	-1.65	+4.74	+3.96	+15.22
Mexico	124.58	-2.04	-1.61	+7.51	+4.78	+8.84
Latin America	122.17	+0.52	+0.42	+3.58	+3.02	+21.81
Europe						+21.73
Greece	81.31	-0.98	-1.19	-1.52	-1.83	+11.15
Portugal	112.01	-0.50	-0.45	+5.79	+3.51	+26.01
Turkey	121.53	-0.34	-0.28	-13.26	-9.85	+64.47
Europe	102.79	-0.56	-0.56	-2.78	-2.83	+62.67
Asia						+6.60
Indonesia	141.37	-1.03	-1.03	+1.55	+1.11	+42.92
Korea	88.00	-0.35	-0.38	+1.33	+1.54	-0.69
Malaysia	205.50	+1.81	+1.81	+21.89	+1.73	+77.47
Philippines	224.32	+7.84	+7.84	+43.60	+24.13	+101.86
Thailand	203.71	+11.40	+11.40	+62.55	+94.78	+81.45
Taiwan	98.71	+7.36	+7.36	+12.25	+14.17	+22.78
Asia	170.46	+3.88	+3.88	+22.45	+15.17	+57.00

Source: Baring Securities

Ten best performing stocks

Stock	Country	Friday's close	Week on week change	%
Alkaro Holding	Turkey	1,0015	+0.24	+27.90
Turkey	Turkey	1,0010	+0.20	+24.40
Polymerika Perseves	Indonesia	2,9561	+0.54	+23.49
Grupo Financiero Bancomer	Mexico	1,7265	+0.30	+20.31
Cirsa (S)	Mexico	2,6200	+0.46	+19.18
Erciyes Demir Ve Cilik	Turkey	0.3222	+0.05	+16.17
Yapco ve Kredi Bankasi	Turkey	0.3749	+0.05	+15.88
Int.Container Term.Serv.	Phil.	1,0485	+0.19	+15.62
Grupo Financiero Sanex-Acciva	Mexico	6.9822	+0.87	+14.43
Banco Frances	Argentina	10,9703	+1.36	+14.13

Source: Baring Securities

© Taiwan Equities are expected to remain issues ahead of local elections this weekend. ■ Greece: Proefitofiki, a construction company, launches a share issue on the Athens market. ■ Poland: The market has been weakening ahead of the public offering in Bank Standard. ■ Lebanon: The Bank of Lebanon is aiming to revive the country's shattered financial markets, and hopes to raise \$300m through domestic and foreign investment.



News round-up

■ Hong Kong

It has been an interesting time for Hong Kong watchers over the past few days. Morgan Stanley's Barton Biggs cut his weighting in the equity market. Nomura's Nick Knight increased his and Goldman Sachs downgraded Hong Kong Telecom, one of the key stocks.

This week could be just as uneasy - the Hang Seng index dropped back 4.5 per cent last week - as investors wait to see if US money continues flowing. Some analysts suggest that, in any case, the market may consolidate before a traditional rally prior to the Chinese new year.

■ Bangkok

TelecomAsia has fixed the offer price of its sale of 22.5m shares, valued at Bt55 a share, making it Thailand's biggest public offering.

The offer period for the telecommunications group will take place this week, with the shares due to be listed by mid-December. Half the shares will be offered to Thai investors and half to overseas institutions. The company will have the market's second biggest capitalisation, following Bangkok Bank.

■ Moscow

Russia's biggest single oil producer is being offered for sale to domestic investors via a public auction.

Surgutneftegaz, a Siberian company, is offering 12.6 per cent of its shares, but foreigners are not permitted to subscribe. They will, however, be able to invest up to 15 per cent in parent group Yukos when that is floated in due course although no date for that has been set.

■ Zimbabwe

Zimbabwe added to the IPC's emerging market's index last week along with China, is beginning to attract a limited amount of foreign interest, although it still remains very illiquid. The industrial index of some 50 stocks has been recovering this year after a steep fall in 1992 because of a severe drought.

■ PNG

Another new addition to the list of the world's emerging markets could come about later next year after the government here said that if there was enough interest from brokers and dealers a stock exchange could become operational.

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FT GUIDE TO WORLD CURRENCIES

	£ STG	US \$	D-MARK	YEN (100)	DM (100)	£ STG	US \$	D-MARK	YEN (100)	DM (100)
THE table below gives the latest available rates of exchange (rounded) against four key currencies on Friday, November 19, 1993. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.										
Afghanistan (Pakhs)	500.00	100.18	60.805	142.75	10.00	100.00	20.00	4.800	17.00	1.00
Albania (Leke)	165.200	112.50	64.295	140.00	22.500	100.00	20.00	4.800	17.00	1.00
Algeria (Dinars)	35.4647	14.0544	22.5000	40.00	5.0000	100.00	20.00	4.800	17.00	1.00
Andorra (Fr.)	8.7571	3.4665	3.4665	1.00	1.00	100.00	20.00	4.800	17.00	1.00
Angola (New Kwanza)	862.75	187.44	24.0000	171.71	20.00	100.00	20.00	4.800	17.00	1.00
Anguilla (G.P. East)	3.6825	1.7000	1.7000	1.00	1.00	100.00	20.00	4.800	17.00	1.00
Antigua (G.P. East)	3.6825	1.7000	1.7000	1.00	1.00	100.00	20.00	4.800	17.00	1.00
Argentina (Peso)	1,027.50	24.0000	30.0000	380.76	61.91	100.00	20.00	4.800	17.00	1.00
Armenia (Dr.)	1.0000	1.0000	1.0000	1.00	1.00	100.00	20.00	4.800	17.00	1.00
Aruba (Guilder)	2.6411	1.7942	1.0000	1.00	1.00	100.00	20.00	4.800	17.00	1.00
Australia (Dollar)	1.2318	1.7000	1.7000	1.00	1.00	100.00	20.00	4.800	17.00	1.00
Austria (Schilling)	1.2318	1.7000	1.7000	1.00	1.00	100.00	20.00	4.800	17.00	1.00
Azerbaijan (Manat)	29.60	1.7								

COMPANIES AND FINANCE

Weak demand hits two Japanese audio makers

By Michiko Nakamoto in Tokyo

Japan's audio makers were battered by a sluggish consumer spending and the sharp rise of the yen in the first half of 1993.

Pioneer, the specialist audio and laser disc maker, suffered an operating loss of Y1.25bn, although foreign exchange gains helped it to report a pre-tax profit of Y3.35bn.

Meanwhile, Kenwood, the specialised audio maker, reported a pre-tax loss of Y2.45bn, hit by the rise of the yen and downturn in consumer spending. The company is passing its interim dividend.

Pioneer saw sales drop 16 per cent to Y17.34bn, compared with Y20.5bn previously, in the face of slow consumer spending in Japan and a decline in demand for the commercial use laser disc karaoke systems.

Sales of audio products in North America and Europe and car audio product in Europe were particularly depressed, the company said.

However Pioneer's gains from currency hedging helped it to avoid a pre-tax loss.

Kenwood saw falling demand in its audio and telecommunications business, which was particularly hard hit in Japan

with a drop of 23 per cent.

Overall sales totalled Y96.4bn, down 10 per cent from the Y107.2bn made previously.

Pioneer is forecasting a 9 per cent decline in full-year sales to Y3.3bn and a 53 per cent drop in pre-tax profits to Y70m. Kenwood expects full-year sales to fall to Y20.4bn from Y21.6bn and pre-tax profits to be Y1bn, down from Y4.0bn.

Steady demand for mobile phones helped Kyocera, the maker of semiconductor components and electronic parts, report a 1.9 per cent rise in sales in the first half.

Strong demand for electronic equipment from cellular phone companies helped that division push sales up 20 per cent.

In contrast, demand for fine ceramics, semiconductor devices and precision instruments fell in the face of the economic slump.

Overall sales came to Y150.4bn, but pre-tax profits were down 6 per cent to Y17.4bn from Y18.4bn due to a decline in non-operating income. Operating profits were up 6 per cent to Y14.4bn from Y10.7bn.

Kyocera forecast full-year sales of Y30.5bn, up 15 per cent from the previous year, and pre-tax profits of Y35.4bn, down 7 per cent.

Yamaha profits 24.2% down at halfway mark

By William Dawkins in Tokyo

Yamaha, the world's largest producer of musical instruments, hit a discordant note, with first-half profits nearly a quarter down.

Pre-tax profits declined by 24.2 per cent to Y2.88bn (\$22.4m) in the six months to September, a reflection of a saturated domestic market for pianos, sluggish consumer spending and the reduction in the yen value of export earnings caused by the Japanese currency's rise in value.

Yamaha posted a 58.7 per cent fall in profits for the year to last March which prompted a boardroom coup, after union

demands that management accept responsibility.

But the group's fortunes appear to have taken a dive since the fall of the first half. It is making losses in the current half, on the basis of Yamaha's forecast of a taxable profit of Y1bn for the full year to next March, nearly a third of the Y2.88bn made last year, on sales of Y12.2bn.

First-half sales this year fell 4.8 per cent to Y17.24bn.

Yamaha announced an unchanged interim dividend of Y3 a share, more than twice covered by per-share earnings of Y6.31, down from Y8.4 a share in the same period of last year.

Paramount poison pill decision likely today

By Patrick Harverson in New York

A US court is expected to rule today on the legality of the "poison pill" provisions in the \$9.7bn merger agreement between entertainment group Paramount Communications and the television cable company Viacom.

QVC Network, a home shopping channel which has made a rival \$10.6bn bid for Paramount, has asked the Delaware Chancery Court to throw out the provisions, which are designed to make it prohibitively expensive for QVC to buy Paramount or Viacom in response to Morgan Stanley's shift in strategy.

Morgan Stanley's decision to

Morgan Stanley looks again at China

By Antonia Sharpe

Morgan Stanley's decision last week to tone down its bullish stance towards China has taken the shine off Hong Kong's dazzling stock market.

Hong Kong has been prodded to record highs this year by a huge inflow of funds from international investors seeking an exposure to China's booming economy.

Since China's stock exchanges are still at an early stage in their development, Hong Kong's liquid stock market is widely regarded as a proxy for China.

The Hang Seng Index, the barometer of the Hong Kong stock market, reached a record high of 8,733.34 on Monday last week but by Friday it stood 4.8 per cent lower at 8,263.94, mainly in response to Morgan Stanley's shift in strategy.

"To mix metaphors still fur-

ther," he continued, "taking a third of one chips off the table while the game is still wild and woolly seems sensible."

Mr David Roche, Morgan Stanley's global strategist, said yesterday that Hong Kong had lost some of its attraction following its recent run.

In addition, Morgan Stanley actively promoted its positive stance towards China last month when it arranged a series of international convertible bond issues for Chinese companies.

Last week, Mr Biggs cut

Hong Kong's weighting in his emerging markets model portfolio from 16 per cent to 10 per cent.

In a research document entitled "Hong Kong: Pausing for Breath", Mr Biggs wrote:

"Monumental investing is great stuff, but the craziness content in the magic of China is begin-

ning to look like a bubble and smell like a tulip."

"To mix metaphors still fur-

ther," he continued, "taking a third of one chips off the table while the game is still wild and woolly seems sensible."

Mr David Roche, Morgan Stanley's global strategist, said yesterday that Hong Kong had lost some of its attraction following its recent run.

But although he had cut Hong Kong's weighting from 12 per cent to 5 per cent in his global equity model portfolio, he was still left with a heavily overweight position towards

Hong Kong.

He noted that Hong Kong's new weighting in the global portfolio was 10 times its benchmark weighting of 0.5 per cent based on gross domestic product, and more than double its benchmark weighting of 2 per cent in the Morgan Stanley Capital Index.

Mr Roche gave two further reasons: the likelihood of a mass repatriation of US funds

as the US economy picks up, and a danger that China's economy could be badly damaged by a power struggle within China's leadership over economic policy.

"I am less convinced about the low-growth theory in the US," he said. In his view, the US economy will be much stronger than the consensus economic forecast and that this will create demand for capital in the US.

He noted that there had been a huge outflow of funds from the US to other markets around \$100bn on an annualised basis, because US interest rates were low and the dollar was weak. "But this trend will reverse with a vengeance as the economy recovers and interest rates rise," Mr Roche said.

Turning to China, Mr Roche said the recent structural reform package was a "policy

which is indicative of a power struggle". In addition, signs of back-tracking on China's "stability" programme suggested that Beijing had yielded to the coastal regions' desire for fast-paced economic growth.

Mr Roche said that as a result, there was an increased risk of a hard landing for China's economy, that power in China would be decentralised, and that wealth differentials would widen further.

"All these could lead to political instability," Mr Roche said.

Nevertheless, Morgan Stanley believed in China's long-term potential.

"I still believe that China is the premier growth and investment story in the world... and that some day China will experience the mother of all bull markets," Mr Biggs wrote.

David Jones may be sold or refloated

By Niki Tait in Sydney

David Jones, the upmarket Australian department store business owned by the troubled Adelaide Steamship group, could be refloated or sold, according to its parent.

Adsteam also told shareholders at its annual meeting is expected to reach over D\$1.5bn for the year, over a third of KHD's total sales. It said this would greatly improve the overall turnover, which dropped by 21 per cent in the first six months of the year.

There has been speculation that there might be a sale in 1994-95, and that a float of the department stores could raise around A\$500m (US\$326.7m). Adsteam has already disposed of its other major retail interest, in Woolworths, via a multi-billion dollar flotation.

Meanwhile, Adsteam is selling the core business of its Metro West unit to CITIC Australia for an undisclosed amount. The deal, subject to Foreign Investment Review Board approval, should close in early 1994, and be close to book value. CITIC is the Australian investment vehicle for Beijing-controlled China International Trust and Investment Corp.

George Weston has strong third quarter

By Robert Gibbons in Montreal

George Weston, the Weston family holding company controlling Loblaw, Canada's biggest grocer operation, as well as pulp and paper interests, posted third-quarter net profit of C\$21.2m or 25 cents a share, up almost 50 per cent from C\$14.2m or 27 cents a year earlier. Sales rose 5 per cent to C\$5.5bn.

The profit comparison was distorted by a C\$12m special charge in the 1992 period.

Loblaw and Weston Foods, a large processing unit, contributed higher sales and earnings. Revenues at the Weston Resources businesses were up 26 per cent to C\$355m, due to an acquisition and strong timber markets, but profit dipped to C\$1.9m from C\$7.6m because of sharply lower results from the fisheries unit.

Weston's overall nine-month profit was C\$60.6m or C\$1.08 a share, up from C\$24.1m or 36 cents, on revenues of C\$39.6m, against C\$35.7m.

Analysts believe QVC's only chance of success is to significantly raise its own bid.

• Les Iacocca, former Chrysler chairman, sold another \$31m worth of Chrysler stock last month, according to documents filed with the Securities and Exchange Commission.

Klöckner-Humboldt-Deutz predicts break-even for year

By Ariane Genillard in Bonn

Klöckner-Humboldt-Deutz, the German diesel engine and industrial plant manufacturer, expects to break even in 1993 despite poor results in the first half of the year.

The company said that for the full year, turnover would fall 10 per cent to DM2.3bn (\$1.95bn). In 1992 its turnover was DM2.7bn and it then broke even on a pre-tax basis.

Mr Werner Kirchhäuser, the chief executive, said the company would again break even

this year because of its cost-savings programme and a pick-up in business at its industrial plants division.

KHD said it had saved "hundreds of millions of D-Marks" by reducing its workforce and raising productivity. The company said it would continue to slim down by laying off 800 employees by the end of 1993.

The company said that for the full year, turnover would fall 10 per cent to DM2.3bn (\$1.95bn). In 1992 its turnover was DM2.7bn and it then broke even on a pre-tax basis.

Mr Kirchhäuser said the company had significantly reduced material costs.

Turnover in that division is expected to reach over DM1.5bn for the year, over a third of KHD's total sales. It said this would greatly improve the overall turnover, which dropped by 21 per cent in the first six months of the year.

There has been speculation that there might be a sale in 1994-95, and that a float of the department stores could raise around A\$500m (US\$326.7m). Adsteam has already disposed of its other major retail interest, in Woolworths, via a multi-billion dollar flotation.

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will take over from January 1.

Since 1974, Jardine has had a 60 per cent stake in its largest elevator group, is taking control of its Asian sales and servicing businesses after renegotiating a series of joint ventures with Jardine Pacific.

• A new venture, Jardine-Schindler Holdings, owned equally by the two partners, with Schindler having a call option to raise its holding to majority status,

will be established in January 1.

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Unit Trust Name	Unit Price	Min. Inv.	Max. Inv.	Order Ref.	Unit Trust Name	Unit Price	Min. Inv.	Max. Inv.	Order Ref.	Unit Trust Name	Unit Price	Min. Inv.	Max. Inv.	Order Ref.	Unit Trust Name	Unit Price	Min. Inv.	Max. Inv.	Order Ref.	Unit Trust Name	Unit Price	Min. Inv.	Max. Inv.	Order Ref.
Sax Alliance Unit Trust Manager Ltd - Cont'd.					NetWest Investment Management Ltd					Barclays Life Assocs. Co Ltd - Cont'd.					Combined Life Assurance Co.					Lloyd's & General				
State Life of Canada Unit Mgmt Ltd (120000)	11.42	64.76	500.1	100	PFSF Unit Managers Ltd					General Portfolio Life Insco Plc - Cont'd.					Manufacturers' Life Assurance - Cont'd.					Panel Assurance - Cont'd.				
American General	1.50	1.50	1.50	1.50	Perpetual Fund					10 Years Plus, Kingdom Life, London	104.2	104.2	104.2	104.2	Panel Fund					Panel Fund				
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American General	1.50	1.50	1.50	1.50	Perpetual Fund					10 Years Plus, Kingdom Life,														

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J Rothschild House, 10 St James's Street, London SW1A 1AA, UK	Telephone: 0171 4303000	Fax: 0171 4303000	Telex: 844-116200												
Scotiabank	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970
Scotiabank Group	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985
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Scotiabank Assurance Co Ltd	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
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Scotiabank Assurance Co Ltd	20406	20407	20408	20409	20410	20411	20412	20413	20414	20415	20416	20417	20418	20419	20420
Scotiabank Assurance Co Ltd	20421	20422	20423	20424	20425	20426	20427	20428	20429	20430	20431	20432	20433	20434	20435
Scotiabank Assurance Co Ltd	20436	20437	20438	20439	20440	20441	20442	20443	20444	20445	20446	20447	20448	20449	20450
Scotiabank Assurance Co Ltd	20451	20452	20453	20454	20455	20456	20457	20458	20459	20460	20461	20462	20463	20464	20465
Scotiabank Assurance Co Ltd	20466	20467	20468	20469	20470	20471	20472	20473	20474	20475	20476	20477	20478	20479	20480
Scotiabank Assurance Co Ltd	20481	20482	20483	20484	20485	20486	20487	20488	20489	20490	20491	20492	20493	20494	20495
Scotiabank Assurance Co Ltd	20496	20497	20498	20499	20500	20501	20502	20503	20504	20505	20506	20507	20508	20509	20510
Scotiabank Assurance Co Ltd	20511	20512	20513	20514	20515	20516	20517	20518	20519	20520	20521	20522	20523	20524	20525
Scotiabank Assurance Co Ltd	20526	20527	20528	20529	20530	20531	20532	20533	20534	20535	20536	20537	20538	20539	20540
Scotiabank Assurance Co Ltd	20541	20542	20543	20544	20545	20546	20547	20548	20549	20550	20551	20552	20553	20554	20555
Scotiabank Assurance Co Ltd	20556	20557	20558	20559	20560	20561	20562	20563	20564	20565	20566	20567	20568	20569	20570
Scotiabank Assurance Co Ltd	20571	20572	20573	20574	20575	20576	20577	20578	20579	20580	20581	20582	20583	20584	20585
Scotiabank Assurance Co Ltd	20586	20587	20588	20589	20590	20591	20592	20593	20594	20595	20596	20597	20598	20599	20600
Scotiabank Assurance Co Ltd	20601	20602	20603	20604	20605	20606	20607	20608	20609	20610	20611	20612	20613	20614	20615
Scotiabank Assurance Co Ltd	20616	20617	20618	20619	20620	20621	20622	20623	20624						

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGE AND MONEY MARKETS
Germany triggers wave of easing

The Deutsche Bundesbank's repo rate reduction last Tuesday triggered a wave of money market easing across Europe, writes Conner Middleman.

The Bundesbank's two-week repo rate fell by nine basis points to 6.29 per cent on Tuesday. That was followed by Thursday's announcement of a 6.25 per cent fixed-rate repo for this week, which was seen as a signal from the German central bank that while rates will continue to fall, they will only ease gradually.

The Bundesbank's rate cut, preceded by a unilateral Danish rate reduction on Monday, was followed in the course of the week by cuts in money market rates in the Netherlands, Belgium, Austria, Norway and Portugal.

Some say this may continue in the near term if the D-Mark stays weak against its partners in the European exchange-rate mechanism, allowing them to trim their rates further.

France is eyed as a prime

candidate for near-term easing, especially since its currency strengthened markedly against the D-Mark over the last week.

The franc closed at FF13,4690

on Friday, up from FF13,4330 a week ago.

However, with the French authorities intent on safeguarding the value of the franc while rebuilding their foreign currency reserves, many market players feel the Bank of France will wait for cuts in Germany's leading rates before making a move. The Bundesbank's central bank council is widely expected to lower its key discount and Lombard rates at one of its two December meetings.

The dollar ended the week on a strong note, buoyed by high hopes for world trade talks and a general optimism on the US economy. Dealers said the currency's ability to hang on at the end of the week, a change from the usual Friday profit-taking, indicated it could see further gains this week.

General news items taken from the end of London trading. See month forward column 135-136 on page 125. 12 Month

POUND SPOT - FORWARD AGAINST THE POUND

Nov 19	Day's session	Cash	One month	3 m.	Three months	6 m.	12 m.
UK	1,4880	1,4765	1,4765	1,4765	1,4765	1,4765	1,4765
Canada	1,6000	1,5950	1,5950	1,5950	1,5950	1,5950	1,5950
Denmark	1,2000	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Iceland	1,2000	1,1950	1,1950	1,1950	1,1950	1,1950	1,1950
Norway	1,0920	1,0935	1,0935	1,0935	1,0935	1,0935	1,0935
Germany	2,8225	2,8235	2,8235	2,8235	2,8235	2,8235	2,8235
Portugal	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625
Spain	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625
Australia	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625
New Zealand	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Japan	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000
Austria	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725
Switzerland	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225
Denmark	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Portugal	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625
Spain	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625
Australia	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625
New Zealand	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Japan	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000
Austria	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725
Switzerland	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225
Denmark	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Portugal	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625
Spain	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625
Australia	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625
New Zealand	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Japan	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000
Austria	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725
Switzerland	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225
Denmark	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Portugal	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625
Spain	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625
Australia	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625
New Zealand	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Japan	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000
Austria	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725
Switzerland	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225
Denmark	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Portugal	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625
Spain	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625
Australia	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625
New Zealand	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Japan	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000
Austria	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725
Switzerland	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225
Denmark	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Portugal	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625
Spain	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625
Australia	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625
New Zealand	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Japan	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000
Austria	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725
Switzerland	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225
Denmark	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Portugal	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625
Spain	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625
Australia	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625
New Zealand	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Japan	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000
Austria	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725
Switzerland	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225
Denmark	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Portugal	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625
Spain	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625
Australia	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625
New Zealand	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Japan	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000	1,6000
Austria	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725	1,4725
Switzerland	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225	2,2225
Denmark	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Portugal	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625	2,6625
Spain	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625	2,4625
Australia	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625	1,4625
New Zealand	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025	1,2025
Japan	1,6000	1,6000	1,6000	1,6000	1		

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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Marlboro

20 CLASS A CIGARETTES

NB POWER

| to proceed.
| In the Ukraine, unable and

Electricité de France, told the

22

MONDAY

Bosnia peace plan

Western European Union foreign and defence ministers will discuss in Luxembourg the Franco-German initiative to end the Bosnian war by gradually lifting sanctions against Serbia in return for land for the Moslems.

As winter begins to bite in the Balkans, the plan marks the first evidence of a shift in European tactics away from isolation of Serbia and more toward incentives for President Slobodan Milosevic of Serbia to end the war.

Moscow: German Chancellor Helmut Kohl calls on President Boris Yeltsin on his way back from his trade-boosting trip to China. On the agenda are economic co-operation and support for Russia's reform process. They may also discuss the looming elections in both countries.

Cape Town: Parliament resumes for the last session of white-dominated legislature amid continuing efforts from the ANC and government to persuade the white right wing and the Inkatha Freedom Party to accept the draft constitution agreed last week.

Paris: Israeli and Palestinian economic chiefs hold talks on economic relations, in particular an Israeli proposal for a customs union. The Palestinians want greater economic sovereignty than Israel expected and intend to lay the foundations of an independent Palestinian state.

London: The Scott inquiry into the illegal export of arms to Iraq resumes its public hearings following a two week adjournment.

Lord Justice Scott is probing the extent to which ministers breached their own guidelines restricting defence exports to Iraq in the 1980s, whether or not parliament was misled, and if a conspiracy lay behind the controversial trial last year of three UK businessmen employed by the machine tool maker Matrix-Churchill.

Korean missile crisis

However much US president Bill Clinton may wish to emulate President J.F. Kennedy (left), who was assassinated 30 years ago today while on an official visit to Dallas, he can hardly want a Cuban-style missiles crisis for himself or the world. Clinton has stated "North Korea cannot be allowed to build a nuclear bomb". He meets the South Korean president to discuss the crisis tomorrow.

Statistics to be released this week

Country	Economic Statistic	Day Released	Previous Actual	Median Forecast
UK	CSI industrial trends	Fri 26	-	-
US	Oct Durable goods orders	Wed 24	0.7%	1.8%
	Auto sales Nov 11 - 20	Wed 24	7m units	7m units
	Truck Sales Nov 11 - 20	Wed 24	5.4m units	5.2m units
	Weekly Money supply M1	Fri 26	\$10.9bn	\$1bn
	Oct Bank credit	Fri 26	4.3%	-
Japan	Sep leading indicators	Mon 22	50 %	-
	October inflation	Fri 26	1.2%	1.2%
	Oct Retail sales	Fri 26	-3.7%	-3.8%
Germany	Oct Money Sup M3	Mon 22	6.8%	6.7%
During this week...				
Germany	Oct producer price index	-	-0.5%	-0.3%
	Nov prelim cost of living	-	3.9%	3.7%
	Oct import prices	-	-1.5%	-3.5
	Ifo business climate	-	87.7%	-
Spain	O3 unemployment	-	22.3%	23%
Italy	Sep wholesale price index	-	8.5%	-
	Oct money supply	-	7.8%	7.7%
Belgium	Nov inflation	-	2.7%	2.6%
Denmark	Oct inflation	-	1.2%	1.5%
Canada	Sep earnings	-	1.7%	1.5%



BRUSSELS



WASHINGTON



TOKYO



LONDON

Monday: EU economics and finance ministers are likely to agree to expand the growth initiative by making loans from the European Investment Bank more readily available. They will also formally approve Alexandre Lamfalussy as head of the European Monetary Institute.

Fisheries ministers meet for their annual price-setting session.

Tuesday: Social affairs ministers look at commissioner Padraig Flynn's green paper on social policy.

Thursday: EU president Jacques Delors and Hans van den Broek, commissioner for external affairs, meet Shimon Peres, Israeli foreign minister to discuss Middle East peace. The EU has pledged £385m aid for the West Bank to help smooth the deal.

Friday: Belgian unions are threatening a general strike, in protest against the government's austerity plan.

Monday: Leon Brittan, EU Trade Commissioner, arrives for talks with Mickey Kantor, US trade representative, on Gatt.

President Fidel Ramos of the Philippines visits the White House for talks with President Clinton on economic and security issues.

The House of Representatives debates the Penny-Kasich to reduce federal spending by \$100m over the next five years.

Tuesday: The House of Representatives adjourns until January. The US Senate will also adjourn until January later this week, but no definite date has been set.

Wednesday: President Bill Clinton, the Natta deal under his belt, will retreat with first lady Hillary Rodham Clinton and daughter Chelsea to eat turkey at Camp David over the Thanksgiving holiday.

US financial markets and most businesses will be closed.

Monday: Official figures for Household Spending and the index of leading indicators for September due to be published by the Economic Planning Agency will shed light on the depth of the downturn in the Japanese economy.

Tuesday: National holiday to celebrate Thanksgiving.

Wednesday: Mongolian prime minister Jasrai arrives for a five-day visit. He holds talks with prime minister Morihiro Hosokawa on Thursday to discuss a Japanese aid package.

Mongolian prime minister Jasrai is due to meet Emperor Akihito and Empress Michiko at the imperial palace.

Friday: Former UK prime minister Margaret Thatcher is to receive an honorary doctorate at Gakushuin University.

Her visit coincides with the launch of the Japanese version of her book *The Downing Street Years*.

Monday: The Commons' third day of debate on the government's legislative programme laid out in the Queen's Speech will deal with local government in Scotland and Wales. Debates on the Queen's Speech continue until Thursday, covering home affairs, education, trade and industry and deregulation and the economy.

Tuesday: Malcolm Rifkind, defence secretary, will answer defence questions. Mr Douglas Hurd, foreign secretary, will give evidence to the foreign affairs select committee on the European summit to be held in December.

Wednesday: Trade and industry questions.

Thursday: Home Office questions are likely to focus on the government's ambitious plans to reform the criminal justice system.

Friday: Commons debate on progress towards national education and training targets.

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TUESDAY

EU work time directive

A meeting in Brussels of the EU social affairs council (employment and labour ministers) will pass the controversial working time directive. Britain has won a seven-year delay on implementing the 38-hour limit on the working week, but much else – such as statutory holidays and controls on night work – will become law within three years unless the UK government succeeds in its legal challenge to the directive.

Washington: President Clinton meets South Korean President Kim Young Sam to discuss the North Korean nuclear issue. The two leaders may offer to cancel Team Spirit, their biggest annual military exercise, in return for the North allowing routine international inspections of its nuclear facilities and resuming dialogue with the South.

The North recently proposed that Pyongyang and Washington make simultaneous concessions, such as US recognising the North in return for the acceptance of complete nuclear inspections.

Opex swins against the tide

The Organisation of Petroleum Exporting Countries meets in Vienna against the familiar background of weak oil prices. Some analysts believe a cut in output may be needed to halt the price slide. Benchmark Brent Blend has been trading at about \$15-16 a barrel; the Opex target price is \$21 per barrel.

Gatt: Sir Leon Brittan, EU Trade Commissioner, holds bilateral talks in Washington with Mr Mickey Kantor, US Trade Representative, aimed at settling Uruguay round disagreements over tariff cuts, farm trade, anti-dumping rules and financial services.

Bonn: The Bundestag, the lower chamber of the German parliament, begins the annual Budget debate (to Nov 25). The plan includes a savings package aimed at cutting social spending and keeping the deficit below DM70bn next year.

John Major: UK prime minister faces John Smith, leader of the opposition Labour party, in the first question time of the new parliamentary session, which takes place on the third anniversary of Major's assuming the top job in British politics.

The Institute of Directors. Britain's bosses' club, holds its annual dinner this evening. The guest speaker is Michael Heseltine, secretary of state for trade and industry.

FT survey: The Basque Country. Recession is taking its toll on the heavy industrial base of the autonomous region in north-western Spain.

24

WEDNESDAY

In the wake of da Gama

Some 496 years ago Vasco da Gama, the Portuguese navigator, became the first to round the Cape of Good Hope to open up a trade route to India. In Geneva his latter-day counterparts resume negotiations open up world markets through a Gatt trade deal (to Nov 25).

These will be the first multilateral talks since the US Congress approved plans for Nafta last week, a vote which trade officials hope will give the Gatt talks vital momentum. Teams will focus on procurement and market access in an effort to surmount barriers to a Uruguay round agreement.

Brussels: The European Commission discusses Jacques Delors' white paper on growth, competitiveness and employment. It is likely to be the first time the commissioners have seen a complete draft of the paper which has been in preparation for months. The paper is due to be presented to the summit of EU leaders in Brussels on December 10 and 11.

Disorders: The defence begins its closing arguments at the trial of the former East German spymaster Markus Wolf. The prosecution has asked for a seven-year sentence.

Philip Morris: The US tobacco group is holding a board meeting to consider a number of restructuring plans aimed at cutting its cost base.

The company has already warned shareholders and analysts that it will take a "significant" charge against its fourth-quarter earnings to pay for any cost-reduction measures.

Whisky to go: The last 14 bottles of whisky salvaged from the wreck of the SS Politician, the ship loaded with whisky for export which sank off the island of Barra in the outer Hebrides in 1941 and inspired the book and film *Whisky Galore*, are to be auctioned at Christie's in Glasgow.

Football: Europe's most prestigious club competition reaches its serious stage as the eight remaining clubs begin play in the European Champions' League. In group A Monaco entertain Spartak Moscow and Galatasaray of Turkey are at home to Barcelona. In group B AC Milan visit Anderlecht of Belgium and Werder Bremen go to Porto de Portugal.

In the UEFA cup, Norwich City play host to Italy's Inter Milan.

FT survey: The Basque Country. Recession is taking its toll on the heavy industrial base of the autonomous region in north-western Spain.

25

THURSDAY

Middle East peace moves

Yassir Arafat, chairman of the Palestine Liberation Organisation, begins a tour of Norway, Sweden, Denmark and Finland. Secret talks in Norway arranged by the Norwegian foreign minister, Joergen Holt, helped bring about the peace breakthrough.

Negotiations continue talks in Cairo to hammer out an agreement on Israel's partial military withdrawal from the occupied Gaza Strip and the Jericho area of the West Bank. Agreement must be reached by December 13 to allow the signing of a protocol under the Israeli-Palestinian peace accord signed in Washington in September.

Meanwhile, rumours persist of contacts between Israel and Syria.

Rome: UK prime minister John Major flies to Rome with a full team for the 23rd annual Anglo-German summit, hosted by Chancellor Helmut Kohl. Talks will range from the outlook for the European Union after Maastricht, through the enlargement of Nato, to such topics as tactics for a successful conclusion of the Gatt negotiations.

Trade talks: Peter Sutherland, Gatt director general, meets heads of delegations in Geneva to assess progress towards a Uruguay round agreement. The OECD has estimated that a successful conclusion to the round could boost world trade by \$270bn.

Spain: Nationwide trade union demonstrations are planned against government plans to freeze state employee wages and to deregulate rigid labour legislation. The strikes come in a week when government figures are likely to show the unemployment rate reached 23 per cent in the third quarter.

Japanese banks: Interim results today and tomorrow, in the wake of the recent collapse of Muramoto Construction, the biggest financial failure in Japan since the war, the banks' debt write-offs will give a clue to the health of banking system though the figures will not yet include the direct impact of Muramoto. A poor showing could nudge the ailing Nikkei lower.

FT survey: Belgian Banking and Finance: Belgium has long been home to the European Union's political institutions, but has the country's financial sector got what it takes to survive and prosper in the single market the EU has created?



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FRIDAY

Czech privatisation delay

Five state enterprises look likely to meet the end-of-November deadline for presenting accounts so that potential investors can choose how to invest their corpos. As companies also have to draw up end-of-year accounts, many wish to avoid two sets of accounts.

The delay will probably put back the first round of privatisation from February 1, 1994 to March 1.

Magpies: Unions have called for nationwide strikes against the government's austerity programme.

Ankara: Senior Turkish and Iranian security officials meet to discuss co-operation on border security.

Edinburgh: Irish president Mary Robinson is to receive the Freedom Prize at the Liberal World conference in recognition for her efforts to bridge the sectarian divide in Ireland.

27-28

WEEKEND

Honduras goes to the polls

The country is holding presidential, parliamentary and municipal elections on Sunday. Opinion polls give Carlos Reina of the centrist Liberal Party a slight lead in a bitter presidential campaign over Oswaldo Rivas on the right of the right-wing National Party of President Rafael Callejas.

New Zealand: The New Zealand touring side, following their record win against Scotland last week, take on England in the rugby union international at the Twickenham ground in London on Saturday.

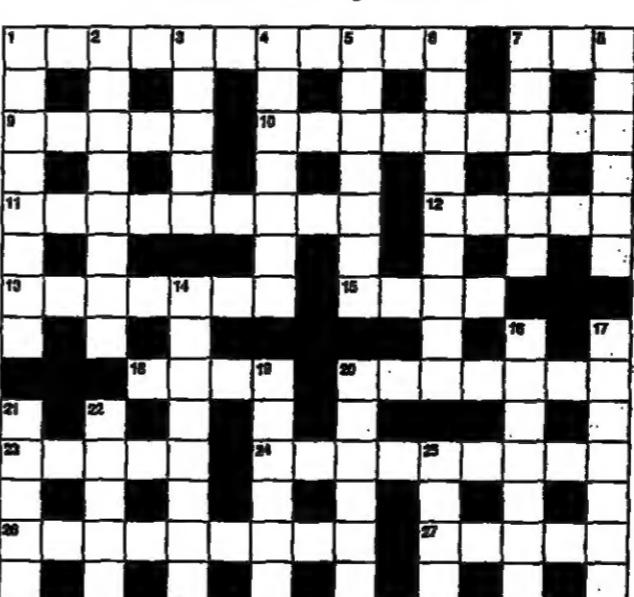
NEXT WEEK

UK Budget on Tuesday November 23. The first unified Budget and the first for chancellor Kenneth Clarke.

Compiled by Patrick Sibley.
Fax: 44-81 873 2194.

MONDAY PRIZE CROSSWORD

No.8,312 Set by DANTE



ACROSS

- He wants to go back in politics (11)
- May be lucky for a pick-pocket (3)
- Guardian article wins back support (5)
- 15 down Itinerant craftsman in poetry (7)
- There's nothing risky with her new type of pudding (9)
- 7 His job is to transfer stock (6)
- Not French, but Latin accepted (6)
- Digit used in an argument – rather excessive (1,3,5)
- World water speed records were set here, not sonic however (8)
- Result of test matches or match tests (5)
- No action required about coach reservation (9)
- Rational converse? (9)
- 27 in the meantime, I'm off to Bury! (5)
- A state in America – no matter which? (3)
- They go to blazes (4,7)
- DOWN
- Music in D sharp, nothing unusual at the end of the day (8)
- See 5 down
- To tackle this crossword is beneath Jack – forgive him! (7)
- A shooting-box? (6)
- They hold an alternative supposition (6)
- Kicking oneself for getting rug in bad condition (5)

A prize of a Pelikan New Classic 300 fountain pen for the first correct solution opened and five runner-up prizes of £25 Pelikan vouchers will be awarded. Solutions by Thursday December 2